



GLOBAL  
ASSET  
SOLUTIONS

SUCCESS STORIES

WE ARE PLEASED TO INVITE YOU TO JOIN OUR EXCLUSIVE CLIENT NETWORK

**Number of rooms:** 175 guestrooms, including 37 suites. Blending traditional refinement with sophistication, offering unmatched views of the city equally suited to business & leisure stays

**Food & Beverage:** 5 outlets: Brasserie Louis (Continental, French & Cambodian), Cuts (steak & seafood), Iza (Japanese-Izakaya style), Living Room (pastries & light snacks) and Sora (Sky bar)

**Meeting space:** 3 events area: The Event Studio (on the 35th floor), Salons (on the 36th floor) and The Pavilion (on the 39th floor), providing 885 square meters of indoor space

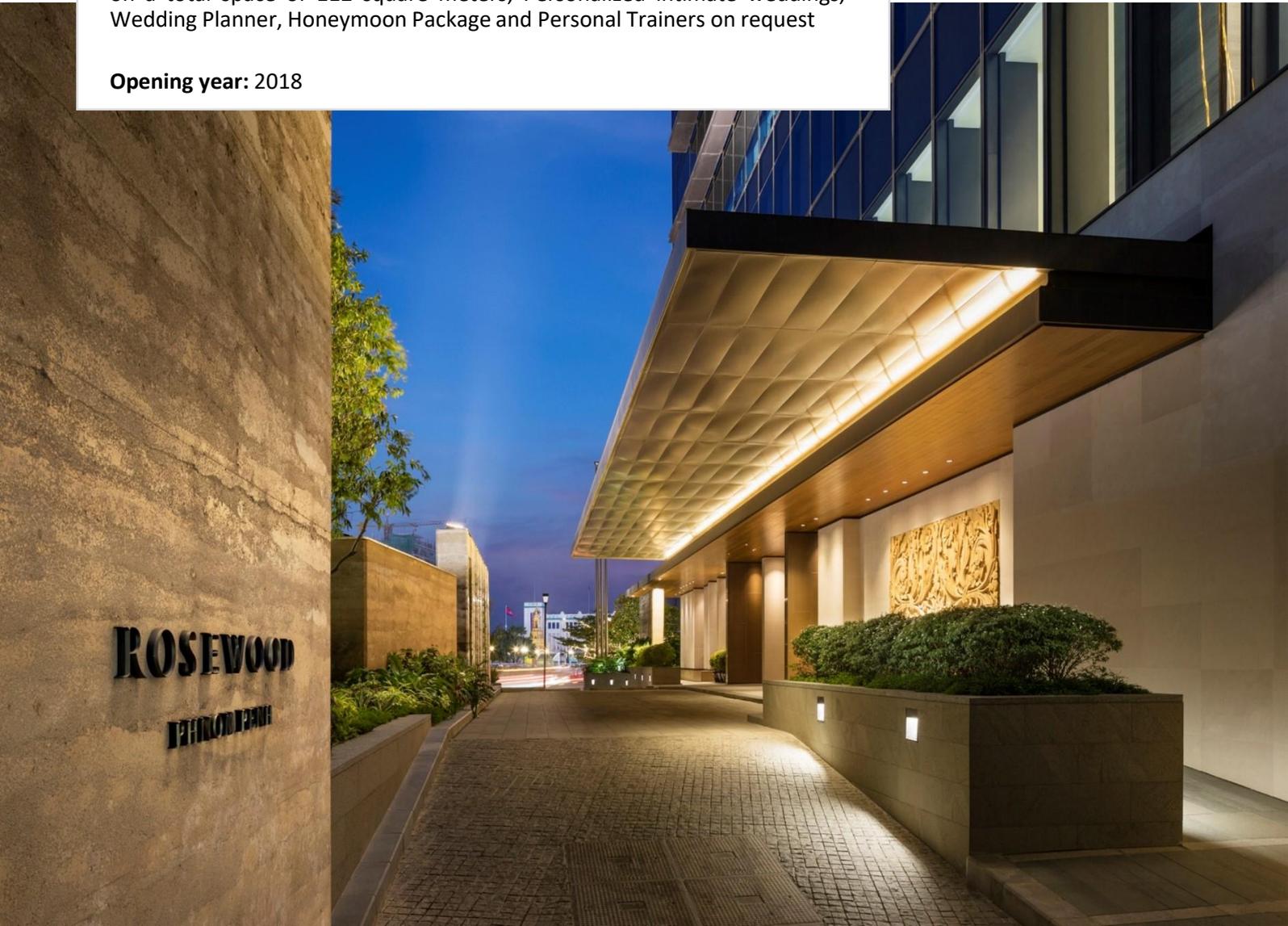
**Wellness:** located on level 33 provides: Sense (Rosewood Spa), 24/7 Fitness Center and a 20-meters indoor lap swimming pool

**Rose Buds for Children:** a program designed to the youngest guests providing special services and amenities such as baby crib and linens & wireless baby monitors

**Other facilities & services:** Contemporary Cambodia's Artworks at level 35 on a total space of 112 square meters; Personalized intimate weddings, Wedding Planner, Honeymoon Package and Personal Trainers on request

**Opening year:** 2018

ROSEWOOD  
Phnom Penh,  
Cambodia





Since its recent opening, the Rosewood Phnom Penh offers an “ultra-luxury” hospitality experience in the Cambodian capital. Located in Vattanac Capital Tower, the Rosewood Phom Penh is the tallest building in the Capital, which provides breath-taking 360° views of the city, bringing a new level of luxury to the city.

Under the premier of brand of Rosewood Hotel Group, it embraces “A Sense of Place philosophy and reflects the location's history, culture and sensibilities”. It features 175 rooms and suites; five international/local restaurants and lounges, including Sora, a sky bar on a cantilevered terrace; Sense, A Rosewood Spa; a fitness center; a 20-meter indoor lap swimming pool; and meeting facilities that include The Pavilion residential-style meeting and function space.

'The Pearl of Asia', designed by Melbourne's BAR Studio, with two restaurants created by Tokyo-based Bond Design Studio, the interior of the ultra-luxury hotel aims to capture the essence of the country.

## ROSEWOOD Phnom Penh, Cambodia

### SOME KEY HIGHLIGHTS, STRATEGY & IMPROVEMENTS IN ADDITION TO FULL ASSET MANAGEMENT DUTIES

Global Asset Solutions worked with the owner to open the hotel in what had been a long delayed project. Post opening work with the client to provide the following services:

- Review and recommendations for approval of Annual Financial Budget, Annual Sales & Marketing Plan, Annual Human Resources Plan & the Annual Capital Plan;
- Formal review meetings with the Owner to discuss Hotel trading performance, the future projections, strategic development of the asset, and possible exit strategies;
- Monthly detailed quantitative analysis of operating data and full year forecasts of all operating departments, review of outstanding debtors, analysis of the results of the property's marketing strategies and activities through the main headings such as competitive market share position and business achievements on the basis of volume of room nights and achieved room rates;
- Prepare illustrative queries on performance ahead of formal monthly meeting with the management. The queries address individual segmentation analysis (room revenue strategies), and operational analysis by department and outlet.

Furthermore, we provide a fully on-going operational analysis to identify initiatives and opportunities of cost structures, employee productivity, efficiency ratios, business initiatives, market updates, online strategy, comparison of trading results & review of maintenance processes and productivity (including Preventative Maintenance programs).

**Number of rooms:** 107 ultra-luxurious guestrooms, including 100 overwater bungalows and seven beachfront villas.

**Food & Beverage:** 4 outlets (fine dining/international, Polynesian, Asian, grill/beach bar).

**Meeting space:** 1 meeting room, 70 sqm.

**Other services:** large spa (featuring seven indoor treatment rooms and two open-air treatment pavilions), gym (secluded Fitness Centre and open-air, overwater yoga deck), sauna, 131-foot infinity pool, Ruahatu Lagoon Sanctuary, wedding chapel, 646-square-foot boutique shopping outlet, boats, two tennis courts, a beach volley court, diving school, water sport centre, kid's club (featuring a splash pad and kids' clubhouse), recreational/activity centre, early check-in/check-out lounge, business centre.

**Back of the house facilities:** staff housing, laundry, engineering workshop, dry & cold storage, dock, and resort services including power generators, solar panels, water storage/treatment and sewerage treatment.

**Opening year:** Built in 2008, the Property was kept in excellent condition and maintains strong cash flow generated by many value enhancement opportunities.

FOUR SEASONS  
RESORT  
Bora Bora, French  
Polynesia





Four Seasons Resort Bora Bora, one of the world's most exclusive luxury resorts in the world, which was named the "No. 1 Hotel in French Polynesia" by Condé Nast Traveller and ranked No. 1 on TripAdvisor's list of the most "Romantic Hotels in the World." Situated on the inner banks of Motu Tehotu, with unobstructed views of the majestic Mount Otemanu, the Resort sprawls across 54 scenic acres on Bora Bora's north-eastern shore.

The Resort features some of the most unique guestrooms in the world, maximising privacy and relaxation and offering the most high-end experience in Bora Bora. In addition to its one-of-a-kind resort accommodations, the Property also consists of 15 for-sale Private Residence sites ranging from 0.8 to 1.2 acres, providing either ocean or lagoon frontage, and full access to the Resort's amenities and exceptional Four Seasons service.

## FOUR SEASONS RESORT Bora Bora, French Polynesia

### SOME KEY HIGHLIGHTS, STRATEGY & IMPROVEMENTS IN ADDITION TO FULL ASSET MANAGEMENT DUTIES

- During the four years of Global Asset Solutions supervision, the Resort became one of the World's Most Acclaimed Resorts, renowned for its famed overwater bungalows, and award-winning Four Seasons service.
- The Resort has commanded some of the highest ADRs in the world, which was part of our new marketing strategy, with a special focus on:
  - pro-active revenue management and PACE analysis.
  - increased direct business within certain business segments (limiting exposure with receivable accounts).
  - geographic source of business to leverage seasonality.
  - minimising all commissions.
  - improving room type utilization (specially suites/villas marketing).
  - maximising segments with high ancillary spend.
  - improved social media and became best performing Four Seasons hotel.
- Without any new additional flights in the market and with two hotels renovated in the market, the hotel remained the market leader and improved its margins, with a RGI above 200%.
- With higher revenue and better managed cost (e.g. changing food provider to US, improving energy consumption), the Resort's excellent performance in terms of flow-through and has translated to significant cash flow.
- Global Asset Solutions introduced ROI-driven capital projects (controlling ~7M Euro CapEx spend in three years totalling ~180 projects). We reconfigured certain overwater bungalow (e.g. additional terrace and plunge pool), public (e.g. improve/redesign most F&B concept, creation of activity desk to improve in-house sales and excursions) and back-of-house spaces to heighten the guest experience, enhance ancillary revenue, and capture additional cost savings (e.g. construction of solar panels farm).
- New services such as direct private jet services from the U.S. to the resort were also worked on with the hotel team. Independent hotel valuation grew by >20% the last two years allowing owners to have a successful exit.

**Number of rooms:** 236 guestrooms, including 34 suites.

**Food & Beverage:** 6 outlets (Montreux Jazz Café themed brasserie, high-end Steak house restaurant, lounge bar, large terrace, pub/restaurant & bar, buffet restaurant).

**Largest conference, banqueting space in Switzerland:** superb facilities for 10 to 12,000 persons in a wide array of venues (15 meeting space, traditional and listed in the main hotel, and modern and airy in the 'Petit Palais').

**Other services:** a fitness area, over 2,000 sqm of Spa, indoor and outdoor swimming pools, boutique shopping arcade and offices, night club, mini golf, business centre, and a wedding/event studio.

**Back of the house facilities:** 55 apartments for staff housing, engineering workshop, dry & cold storage, dock.

**Opening year:** 1884-1906

FAIRMONT  
MONTREUX  
PALACE  
Switzerland





#### DESCRIPTION

Since its opening, the Fairmont Montreux Palace has set the tone of elegant luxury in Switzerland and has a very rich diplomatic and cultural history: the peace-keeping Montreux Convention was signed there in 1936, Vladimir Nabokov was once a guest, and in Funky Claude's Bar, formerly known as Harry's New York Bar, Quincy Jones cooked a special chicken dish that remains on the menu today.

This iconic hotel with an eventful and illustrious history has always retained a young face. This jewel of Belle Époque embodies a unique piece of history dating back to 1884 and occupies an exceptional site on the north shore of Lake Geneva in the heart of Montreux, one of Europe's most beautiful settings. With extensive refurbishment over recent years, the property combines the finest of Belle Époque style with the convenience of highly modern amenities.

The hotel is a founding hotel of "The Leading Hotels of the World" association, has been accredited in the World Top 100 by the readers of Conde Nast Traveller magazine and in the world's top 50 hotels by Travel & Leisure Magazine.

## FAIRMONT MONTREUX PALACE Switzerland

#### SOME KEY HIGHLIGHTS, STRATEGY & IMPROVEMENTS IN ADDITION TO FULL ASSET MANAGEMENT DUTIES

Global Asset Solutions initially conducted a full review of the operation in order to have a strategic view on how to work with the operator to improve the asset. Several specific areas were identified such as:

- Strengthening and reviewing the revenue management procedures/structure with new market segmentation (developing new demand generators).
- Oversee the transition between FRHI and Accor to ensure adequate support were provided from corporate both on a revenue standpoint (wider distribution network, larger customer's loyalty programme and database, etc.), but also for reducing cost (larger purchasing volume, sharing of system costs amongst more hotels, increased brand marketing power, etc.).
- Work with operator on improving flow-throw for F&B especially in banqueting.
- Drive C&E and slowly returning MICE business (offering volume in conjunction with creating demand) and become more involved with Convention Bureau.
- Challenging operator status quo with management agreement, cost allocation, USALI changes, operation and corporate support (e.g. S&M, finance, etc.).

**Number of rooms:** 343 guestrooms, including 39 suites with sea views.

**Food & Beverage:** 4 outlets (fine dining/brasserie, seasonal beach restaurant, two bars).

**Meeting space:** 10 meeting rooms, 1,004 sqm.

**Other services:** private sandy beach, a small fitness area with a treatment room, boutique shopping outlets, boat dock, business centre, 126 parking space.

**Back of the house facilities:** staff housing, engineering workshop, dry & cold storage, dock, and a power generator.

## CARLTON CANNES INTERCONTINENTAL France



### DESCRIPTION

Built by Charles Dalmas in the early 20<sup>th</sup> century, the Carlton is one of the most dazzling symbols of the legendary Croisette in Cannes, France.

This luxurious hotel blends the charms of yesteryear with upscale and modern amenities. This sophisticated Palace is an iconic hotel, which was featured in Alfred Hitchcock's 1955 classic film "To Catch a Thief". The hotel was built in 1909, and a new wing was added in 1913. "La Grand Dame" hosted the creation of the League of Nations (forerunner of the United Nations) in 1922, and saw the birth of the International Film Festival in Cannes in 1946. Within the last century, this building has built a real identity.

The hotel is part of the French "patrimoine" and the façade was listed as an historical monument in 1984. This assignment was completed in 2014-15.

## CARLTON CANNES INTERCONTINENTAL France

### SOME KEY HIGHLIGHTS, STRATEGY & IMPROVEMENTS IN ADDITION TO FULL ASSET MANAGEMENT DUTIES

- Global Asset Solutions conducted a forensic balance sheet review at the hotel and further followed up on the various flagged item. Such controls ensured that receivables are valid claims and properly supported, that the receivables are reconciled on a daily and monthly basis (as appropriate), that credit has been granted in accordance with a formally approved credit policy and prudent business practices and the collection of receivables is reasonable and forthcoming, and that a reserve for doubtful accounts has been established and the reserve is reasonable.
- In order to make sure that ownership gets the best possible return out of its hotel investment, Global Asset Solutions also analysed the human resources department, including individual evaluation of key personnel, review of headcount and manning guide review with focus on overstaffing and comparisons to other units for reasonableness, employee cohesiveness evaluation, training programs evaluation, staff development and reward programs evaluation, hiring process and staff retention, and monitor communication with individual employee and union.
- Coordinate with the owner and the local authorities the security commission (e.g. fire regulation compliance).

**Number of rooms:** 79 guestrooms, including 21 suites and 3 unique suites.

**Food & Beverage:** 3 outlets (fine dining 1 Michelin Star restaurant, a brasserie, a lounge, a wine room and a bar).

**Meeting space:** 7 meeting rooms, 462 sqm.

**Other services:** indoor swimming pool, fitness area with treatment rooms, sauna, steam bath, Whirlpool, solarium, business centre, boat dock, 40 covered parking spaces.

**Back of the house facilities:** engineering workshop, dry & cold storage, dock, and a power generator.

**Opening year:** 1867

## AMSTEL AMSTERDAM INTERCONTINENTAL Netherlands





## DESCRIPTION

InterContinental Amstel Amsterdam is a five-star superior hotel marked by a long tradition of genuine hospitality and discreet luxury.

In 2016 and 2017 the hotel was dedicated to celebrating the 150th jubilee of the hotel, as the construction started on April 26th, 1866. The hotel opened its doors 1 year and 1 day later in 1867 and has been praised ever since for its royal appearance and homely warmth. The imposing lobby, historical staircase, beautiful chandeliers and high ceilings make it a true Grand Dame Hotel. The landmark building is recognised as the most iconic hotel in Netherland.

The 79 rooms and suites feature an authentic character with room surfaces that are among the largest of Amsterdam. This assignment was completed in 2014-15.

## AMSTEL AMSTERDAM INTERCONTINENTAL Netherland



## SOME KEY HIGHLIGHTS, STRATEGY & IMPROVEMENTS IN ADDITION TO FULL ASSET MANAGEMENT DUTIES

- We ensured that the changes of USALI 11<sup>th</sup> edition were implemented correctly. We identified an incorrect allocation with a lease and had to involve the Financial Committee of USALI, based in the US, to help us convince the operator to finally make the necessary changes.
- Global Asset Solutions provided an initial review and the main goal was to provide ownership a clear overview of the operational efficiency/integrity, and on the risks and opportunities in the operation of each hotel.
- We reviewed each account (both P&L and balance sheet) with a clear and detailed review of the operational policies in the hotel. Based on this we advised and suggested ways to improve the operational result wherever possible. In the event that it was not possible to reconcile an account we clearly indicated what steps need to be taken within an agreed period in order to get these accounts 'back on track'. This was subsequently verified through follow up visits as part of the monthly reviews. A special focus is usually made on company intercompany accounts, right allocation of revenues & expenses which had a direct impact on the management fees, inventory held by the hotel is adequately maintained and accounted for.
- During one of our visits, we identified areas in the back of the house which needed immediate attention. We informed the executive team and checked the areas during our following visit. During our site visits, there are some areas we always want to see: e.g. the roof, the staff changing room, the rubbish area and we check state of the façade. Those areas are very important, namely: potential leaks, clean environment for the staff and the way you treat your team will be the way they will treat your guests, the rubbish area is an area renowned for hiding stolen items, and the façade represents approximately 1/3 of the construction cost of a hotel.

**Number of rooms:** The 124 rooms and suites, designed by the architect Jean-Philippe Nuel, give the feeling of a natural oasis of peace. With the building surrounds the most iconic Parisian pools and its very distinctive art statement, the Molitor is genuinely a unique urban resort, one of a kind in the world.

**Food & Beverage:** the three restaurants/bars include the Brasserie Urbaine on the ground floor opening up to the summer pool with its terrace, the private club, and the vast rooftop, with breath-taking views of Paris.

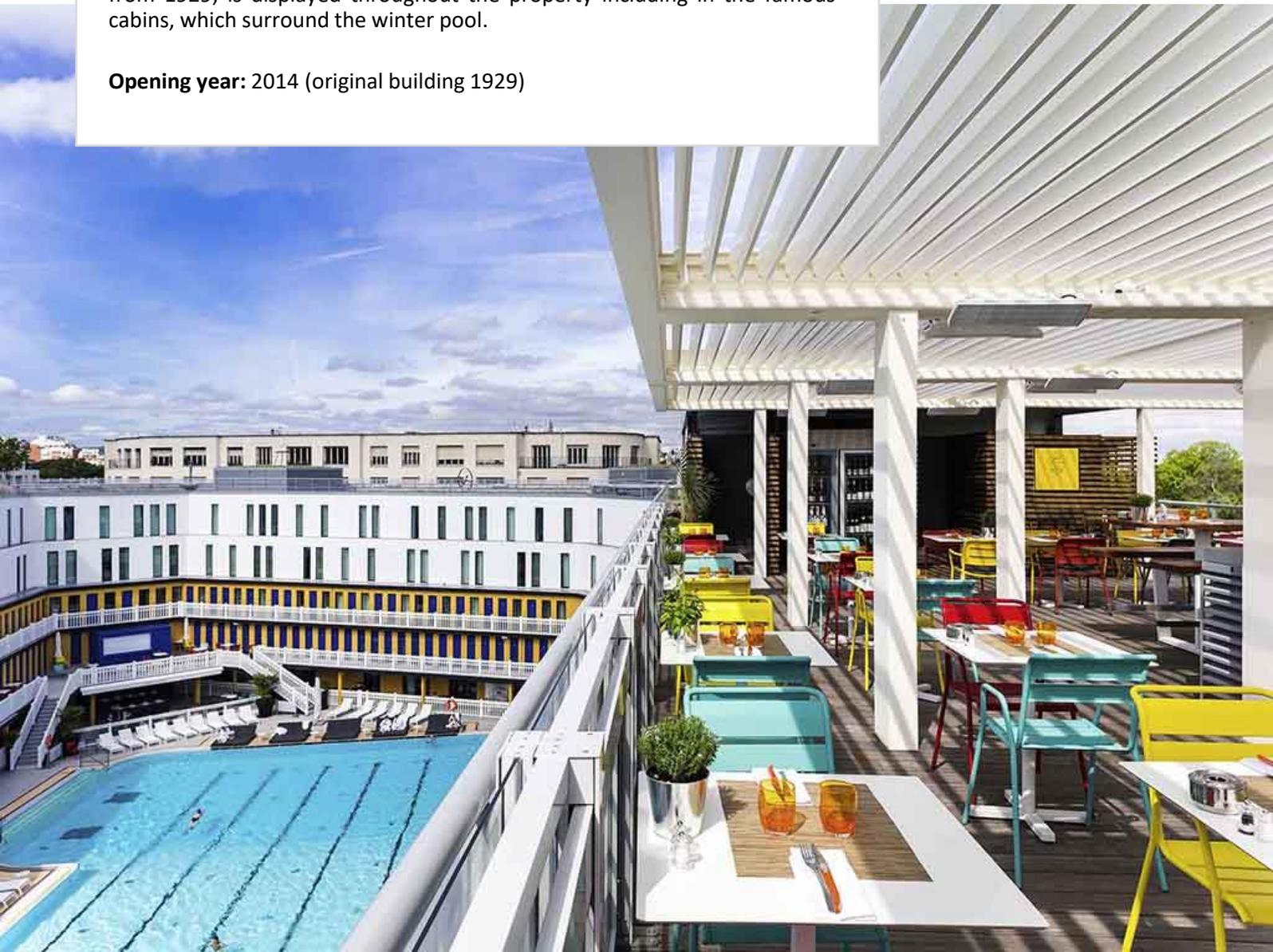
**Meeting space:** Molitor offers a variety of meeting and events space totaling up to over 1,400 sqm, including the use of the indoor winter pool of 429 sqm.

**Wellness and Private Club:** Operated by world-renowned company Clarins, the Molitor spa spreads over 1,700 sqm. It includes 13 private treatment rooms, hammam, saunas, full fitness club and a hair salon on site.

**Other facilities & services:** Art, back to the history of the property dating from 1929, is displayed throughout the property including in the famous cabins, which surround the winter pool.

**Opening year:** 2014 (original building 1929)

## M GALLERY HOTEL MOLITOR Paris, France





Molitor first opened in 1929 and was for over 60 years, Paris's most popular swimming baths with its two swimming pools and its avant-garde atmosphere.

The pools complex closed in 1989 after being listed as a historic building and used by artists who transformed the building into a Mecca for the Parisian underground.

In 2007 the Paris City Council launched a tender process for the restoration and operation of the building which was transformed into a hotel. The pools were rebuilt as truthfully as possible to the original keeping the balustrades, the mosaics, and colors.

In 2014 the existing M Gallery Molitor re-opened with 124 exquisite rooms and suites including the Private Club, which gives members separate access to the two pools and all wellness facilities of the hotel.

## M GALLERY HOTEL MOLITOR Paris, France

### SOME KEY HIGHLIGHTS, STRATEGY & IMPROVEMENTS

Global Asset Solutions provided an 360° Asset Management Review (health check of the hotel), with the main goal of identifying the operational efficiency/integrity and the risks and opportunities in the operation of the hotel:

- Reviewed the financial procedures of the hotel and the compliance to USALI while providing recommendations on how to better align the work of the team and streamline processes. Discussions were also held in regards to the importance and strategies behind forecasting.
- Analyzed the Sales & Marketing strategies to identify potential to increase the revenues (e.g., segmentation, BAR) and improve the usage of the PACE report based on competition set. Discussed and provided feedback on the importance to directly source new high yield businesses (e.g., USA) not delivered by the brand. 2019 Focus will be to improve yield and distribution of the hotel as a direct business as opposed to through OTA.
- Monthly detailed quantitative analysis of operating data and full-year forecasts of all operating departments, review of outstanding debtors.
- Work with the hotel team on improving flow-through for F&B with better procedures, strict cost control with menu engineering and a higher level of service to capture clients. Review of structure and outlet distribution.
- Engage with the operator to provide the right departmental support mainly in Finance, Sales & Marketing (with new markets) and Food & Beverage (cost control and levels of service).
- Further work included reviews of Human Resources requirements and general procedures, capital investments, preventive maintenance, and in general focus on new business generator initiatives.

Following our initial review, the client appointed Global Asset Solutions again, to provide a detailed asset management action plan focusing on finance, sale & marketing, and revenue management. Such assignment allowed the hotel team/performance to strive to the next level and supported the operation team to bring new initiatives on board to improve sales, control system in finance, save cost, and drive real estate value for the owner.

**Number of rooms:** 50 rooms, including 9 suites (one of which of 120m<sup>2</sup>). All rooms and public areas of the hotel were designed by renowned French interior architect Pierre-Yves Rochon.

**Food & Beverage:** La Veranda is the all-day dining with 28 seats indoors and 60 seats on the terrace; Les Saisons, Gastronomic 1-star Michelin seats 25 guests. The intimate bar is also available for the clients, as well as the oriental lounge.

**Meeting space:** A total of 300 sqm of banqueting and conference spaces are available, including six private rooms all with daylight. The Salon Viennois welcomes up to 250 guests with its 6.80-meter ceiling height.

**Wellness:** The spa managed by renowned Dr. Burgener has three treatment room with a range of wellness product as well as a fitness room. The outdoor swimming pool is also heated

**Other facilities & services:** The hotel offers a la carte personalized service and a dedicated concierge.

**Opening year:** 1868 and fully re-opened in 2007

GRAND HOTEL  
DU LAC  
Vevey, Switzerland





## DESCRIPTION

Initially built in 1868, the exclusive Grand Hotel du Lac is an icon of luxury in the area of Vevey with a prime position on the lake Geneva. Sold in 2004 to its current owners, they closed the property for two years for a complete renovation with costs CHF 25 million, under the renown decorator Pierre-Yves Rochon.

The hotel positioning both for leisure markets and corporate with the many high street Swiss brands based in Vevey (e.g., Nestle headquarter), has been very successful as the top luxury hotel in the city of Vevey.

In 2019, the city welcomed again the most significant event in Switzerland (every 25 years) being the Fêtes des Vignerons.

## GRAND HOTEL DU LAC Vevey, Switzerland



## SOME KEY HIGHLIGHTS, STRATEGY & IMPROVEMENTS

Global Asset Solutions was engaged by the owner for a full detailed operational and financial analysis review of the property. As the hotel is privately operated, the objective of such review was to analyze the risks and opportunities for the property with the aim to provide all the latest processes and trends in order to maximize revenues and flow through.

- Full analysis of the operation of the hotel from finance to S&M, as well as the F&B operation.
- Review of all processes applied by the head of department to ensure compliance with local regulation and USALI requirements. Analyze productivity of each process to better the operation.
- Detailed balance sheet review to ensure a lean and clear structure for ownership.
- Lengthy discussions with management in regards to the F&B operation, especially with the gastronomic restaurant, its opening timetables and the F&B operation in the summer which attracts a different clientele at different price points.
- Development of new strategies with the S&M team to ensure higher yielded business was targeted, reduction of OTA attachment, compared to direct bookings. Review of positioning with competitive set, and deep analysis of segmentation, with proper revenue management procedures.

Regular follow-ups were organized with the team to ensure the effectiveness of the new processes and ensure the team embraces the changes to increase revenues and productivity. Further work on flow-through and analyses of each private event with ROI will be important. The hotel will require constant positioning vis a vis of the competitive set, yet it will continue in being a leader in rates as it benefits from an excellent product.

**Number of rooms:** 192 guestrooms, including 23 suites.

**Food & Beverage:** 4 outlets (Italian, Roof top restaurant, a bar and cafe).

**Meeting space:** 3 meeting rooms, 238 sqm.

**Other services:** business centre, a small fitness area, and 30 covered parking spaces.

**Back of the house facilities:** engineering workshop, dry & cold storage, dock, and a power generator.

**Opening year:** 1926-57

INTERCONTINENTAL  
ROME DE LA VILLE  
Italy





1 INTERCONTINENTAL

HOTEL  
DE LA  
VILLE

HOTEL  
DE LA  
VILLE

### DESCRIPTION

Built in 1924, the InterContinental Roma is located in the very heart of Rome, 50 feet from the top of the Spanish Steps.

The historical hotel contains a panoramic Terrazza overlooking Rome with a lounge bar and restaurant, and an internal garden restaurant “La Piazzetta”, the “Café de la Ville” lobby bar, a concierge desk, private garage, a small business centre, and a small fitness area. This assignment was completed in 2014-15.



## INTERCONTINENTAL ROME DE LA VILLE Italy

### SOME KEY HIGHLIGHTS, STRATEGY & IMPROVEMENTS IN ADDITION TO FULL ASSET MANAGEMENT DUTIES



- Sales & Marketing: maximise revenue (e.g. segmentation, BAR), improve DOSM strategies, control PACE report, and review competition. Work together with the executive team to find the best S&M strategy and challenge the status quo or way of doing business.
- Interpret and verify calculations, budgets, financial statements and reports submitted to Owner by the Hotel Management Company, while improving the amount of data provided (ensure operator provide all the financial data).
- Challenge budget proposal to reach higher performance and improve marketing plan.

**Number of rooms:** 467 guestrooms, including 23 suites.

**Food & Beverage:** 3 outlets (International, a bar and a club lounge).

**Meeting space:** 20 meeting rooms, 2,331 sqm.

**Other services:** a fitness area, club lounge floor, and boutique shopping outlet.

**Back of the house facilities:** engineering workshop, dry & cold storage, dock, and a power generator.

**Opening year:** 1963

## INTERCONTINENTAL FRANKFURT Germany



### DESCRIPTION

The InterContinental Frankfurt is a typical example of 1960's concrete architecture and has an excellent location.

Opened in 1963 with 499 rooms, which increased to 800 in 1971, and reduced to 770 in 1994, when two Club floors were created. In 2012 the City wing was sold to Grand City and, since then, the hotel counts 467 keys. The hotel has 2,331 sqm of conference and events space with a capacity of 1,000 pax for cocktails and 500 pax for seated dinners. This assignment was completed in 2014-15.

## INTERCONTINENTAL FRANKFURT

Germany



### SOME KEY HIGHLIGHTS, STRATEGY & IMPROVEMENTS IN ADDITION TO FULL ASSET MANAGEMENT DUTIES

- With large F&B outlet, banquet space and significant catering functions, Global Asset Solutions reviewed the financial performances of each outlet including room service, POS controls, review of procurement procedures, staffing and training specific to F&B outlets, and ensured that we had quality control procedures in place, including the right pricing, menu costing etc.
- Ensured compliance with management agreement, applied most up-to-date industry standards (interact with other owners/asset managers).
- Maximise cash flow, owner's return, liquidity management, loan negotiate, prioritise owner's repayments.

**Number of rooms:** 235 guestrooms, including 51 themed suites, one Gallia suite of 160 sqm, and the largest upper luxury President Suite in Italy of 1,000 sqm.

**Food & Beverage:** Rooftop Fine Dining and rooftop bar, and an all-day cuisine lounge & bar. Diners have several other glamorous options: a very trendy cigar lounge, and wine cellar with chef's table.

**Meeting space:** 12 meeting spaces over 1,000 sqm and an additional 700 sqm of foyer space.

**Other services:** On the seventh floor is the exclusive La Cupola. At 88 m<sup>2</sup> and with a spectacular dome, this multifunctional room features 23 luxury armchairs that can be folded away into the floor, plus a 100-inch 3D LED screen. It makes a stunning impression for events like movie premieres, press conferences, and exclusive VIP meetings and banquets. The hotel also includes the first ever Shiseido Spa of 1,000 sqm. The spa facilities extend across the 6th and 7th floor of the hotel, offering a total of 1,000 sqm of space with natural daylight, the largest hotel spa in Italy. The hotel also includes a 24/7 gym and a Maserati courtesy car service.

**Back of the house facilities:** engineering, dry & cold storage, dock, large banqueting kitchens.

**Opening year:** 1932, re-opened in 2015 after an extensive renovation.

## HOTEL GALLIA MILAN Italy





ALBERGO GALLIA

## DESCRIPTION

The Excelsior Hotel Gallia has an ornate, Belle Epoque exterior and an updated, glitzy interior redesigned by architect Marco Piva. Internationally renowned as one of Milan's most luxurious palace hotels, this jewel of Italian hospitality occupies an absolutely prime position overlooking the Piazza Duca d'Aosta and the historical Milan Central railroad station.

The 1,000 sqm Presidential Suite is the jewel of the crown of the newly renovated Excelsior Hotel Gallia, a Luxury Collection Hotel, where luxury, technology, high-level security and comfort are elegantly combined to offer our guests a bespoke and indigenous experience.

## HOTEL GALLIA MILAN Italy

## SOME KEY HIGHLIGHTS, STRATEGY & IMPROVEMENTS IN ADDITION TO FULL ASSET MANAGEMENT DUTIES

Global Asset Solutions was involved in the project approximately two months before the opening of the hotel and assisted ownership in the final opening processes. In addition, some of the focus was based on:

- Finalising all pre-opening works and realising the opening of the spa, the seventh-floor destination restaurant, the main Suite and the Cupola venue.
- Monitoring the initial operation and structure in regard to clustered activities.
- Driving revenues in line with seasonality and finding the optimum mix of rate and volume in the market at any time.
- Implementing cost control procedures in order to be aligned with the budgeted bottom line.



**Number of rooms:** 302 units including 33 suites and 91 Club rooms.

**Food & Beverage:** two Spanish/international restaurants (one seasonal in the garden), one bar, and a club room buffet.

**Meeting space:** 16 meeting rooms for up to 600 people (the ballroom has direct access to the garden).

**Other services:** a small fitness area (3 massage rooms, but no spa), and concierge desk.

**Back of the house facilities:** engineering, dry & cold storage, dock, large banqueting kitchens.

**Opening year:** 1953 and was fully renovated in 2002.

INTERCONTINENTAL  
MADRID  
Spain





INTERCONTINENTAL

INTERCONTINENTAL

DESCRIPTION

The Intercontinental Madrid was formerly the Palace of the Duchy of Aliaga, a building enjoying great years of splendor in the early 50s. The hotel is located in the middle of the famous Paseo de la Castellana, and regularly hosted various celebrities such as Ava Gardner or Liz Taylor, and the delegation who signed the agreements that would open the US military bases in Spain.

A large majority of its business comes from embassies, and many international corporations. Considered one of the best business hotels in the capital, InterContinental Madrid offers all the exclusive services that a luxury hotel can offer and gastronomy is another aspect of the hotel's strengths.

INTERCONTINENTAL  
MADRID  
Spain



SOME KEY HIGHLIGHTS,  
STRATEGY &  
IMPROVEMENTS IN  
ADDITION TO FULL ASSET  
MANAGEMENT DUTIES

- Global Asset Solutions' team researched and got together with some of the most prominent Chefs in Madrid to develop a new Signature restaurant. The team investigated possible layouts and plans. We also looked at engaging an F&B consultant to develop an accurate and clear vision of what the market requires, and to establish an appropriate approach around the brand of choice.
- When ensuring that all financial controls were in place, we identified an old outstanding payment from a long-term guest and we ensured that the receivables were valid claims and properly supported. We usually reconcile on a daily and monthly basis (as appropriate). We ensure that credit has been granted in accordance with a formally approved credit policy and prudent business practices and the collection of receivables is reasonable and forthcoming. A reserve for doubtful accounts has been established and the reserve is reasonable.
- Global Asset Solutions ensures that the fees of management agreement are calculated correctly and paid on time, that the recharges are reasonable and properly invoiced. We also check that the operator's distribution networks are delivering the expected bookings and that the commissions paid are all justified. For instance, we picked up invoices for agency commissions which appeared to be duplicated. Subsequently the operator was informed and involved in the resolving of this issue.

**Number of rooms:** 261 guestrooms.

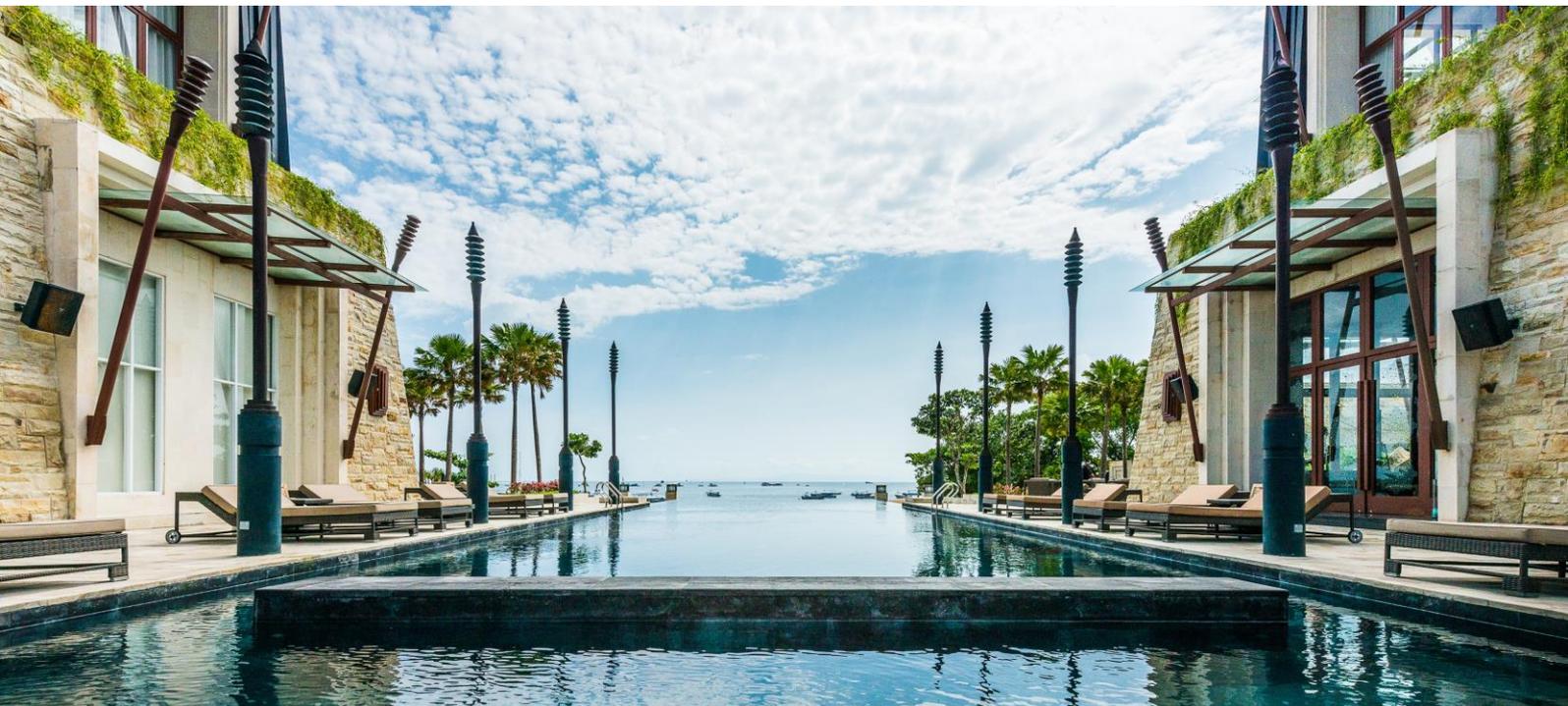
**Food & Beverage:** the all-day dining restaurant seats 250 guests, a French style restaurant and a beach club, open air sky deck, tapas bar.

**Meeting space:** 1 ballroom, 630 sqm and wedding chapel.

**Other services:** large kids club, four level health club, with four well-defined areas dedicated to wellness and the guest's physical well-being, including a multi-purpose studio for yoga, a selection of technology machines and adjustable benches; a kinesis zone featuring six kinesis machines and a cardiozone, which includes treadmills, vario and synchron machines and the latest stationary bikes.

**Opening year:** 2014

## SAKALA RESORT BALI Indonesia





Located on the South-Eastern coast of Bali, The Sakala Resort Bali boasts an extensive outdoor pool, spa and two dining options. Luxurious suites in this resort tastefully blend modern interiors with traditional Balinese touches.

The 5-star Sakala Resort Bali is a 10-minute drive from Bali Collection shopping centre, 30-minute drive from Ngurah Rai International Airport and a 40-minute drive from trendy Seminyak. Fitted with air conditioning and wooden flooring, spacious suites each feature a kitchenette, dining area and a cosy living area with plush cushions. Amenities include 42-inch flat-screen cable TVs and luxurious bath amenities.

Sakala Beach Club is located on the beachfront, offering a fine dining experience with French cuisine, while Asian delights are served at the restaurant by the main pool. The Lobby Bar specialises in Bali-inspired cocktails and light snacks.

#### DESCRIPTION

#### SOME KEY HIGHLIGHTS, STRATEGY & IMPROVEMENTS IN ADDITION TO FULL ASSET MANAGEMENT DUTIES

- Global Asset Solutions has overseen the resort since late 2015. The hotel was significantly under performing and on its second management company at the time of our engagement. The property incurred operating losses in its first 3 years of operation.
  - Occupancy 2014 – 15.8%
  - Occupancy 2015 – 27.8%
  - Occupancy 2016 – 58.3%
  - Occupancy 2017 – 70.0% (Forecast)
- Given the hotel's very difficult opening period and under performance, Global Asset Solutions has focussed on driving positive much needed cash flow into the hotel. This has included prepaid tactical promotions which generated A\$2.4m in revenues, with the owners receiving A\$1.2m up front at the commencement of the program.
- Over this period of Global Asset Solutions involvement, revenues have increased 118%, at the end of 2015 the resort operated at a GOL, by year end 2017 operating profit performance will be in excess of 35%.
- Global Asset Solutions assisted the owners with negotiating the departure of the incumbent management company and the hotel has transitioned to an independently operated hotel in January 2017, with Global Asset Solutions providing operational support and oversight.
- The Sales and Marketing team has been re-structured and entirely new sales and marketing plan implemented.
- With occupancy stabilised, Global Asset Solutions is now focussing on driving improved yield and distribution of the hotel. This includes improved focus on OTA production, and long haul European markets.

**Number of rooms:** 100 spacious rooms.

**Food & Beverage:** One international restaurant and one bar.

**Meeting space:** 2 meeting rooms.

**Other services:** one indoor pool with a fitness center.

**Back of the house facilities:** engineering, dry & cold storage, dock, kitchens.

**Opening year:** The Woolloomooloo Wharf was built in 1911 by the Sydney Maritime Trust and was used originally as a wool and cargo handling facility. The building was nearly demolished but was listed under permanent conservation in the Australian Heritage Act, in 1988. The hotel design has kept and embraced the heritage of the building, which makes this hotel a unique asset. First opened in 2000 as W hotel, the property was acquired by Taj for AUD \$36 million (approximately USD \$27.1 million) in 2006. Taj, a subsidiary of Indian conglomerate Tata Group, sold the hotel to Hong Kong-based Ovolo Group for \$32 million in 2014.

## TAJ BLUE SYDNEY Australia



## DESCRIPTION

Our client was seeking to acquire the Taj Blue Sydney hotel in Sydney, Australia. This over-water hotel is an iconic upscale class city/resort located on the Wharf at Woolloomooloo and enjoys the views of the Sydney Harbour foreshore, city skyline and The Royal Botanical Gardens.

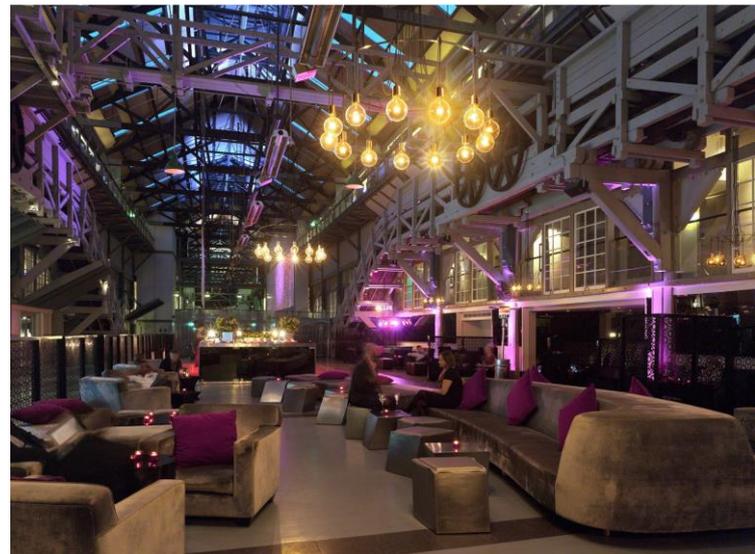
Located along the wharf promenade, this boutique hotel is situated within a mix-used complex including a luxury marina, entertainment, restaurants and apartments.

## TAJ BLUE SYDNEY Australia

### SOME KEY HIGHLIGHTS, STRATEGY & IMPROVEMENTS IN ADDITION TO FULL ASSET MANAGEMENT DUTIES

This pre-acquisition assignment took place in 2013 and focused on three areas of review:

- Operational assessment including review of all revenues and expenses, to evaluate opportunities where revenues could be further maximised and/or expenses reduced based on knowledge of the hotel market in Sydney.
- Sales and marketing review, and valuation of the potential sales and marketing strategy, analysis and comments not limited to market share, ADR, Occupancy and REVPAR. Detailed commentary on the current performance against the competitors.
- Human resources review including manning structure and commentary of same, with a key focus with regards to expense reduction in manning and payroll.



**Number of rooms:** 160 spacious rooms with 50 world-class luxury whole-ownership for sale residential units.

**Food & Beverage:** 4 outlets (fine dining/international, Kazak, Asian, lounge/bars).

**Meeting space:** large meeting, banquet and conference facilities.

**Other services:** large full-service spa, fitness center, swimming pool, boutique shopping outlet, indoor parking, kid's club, business centre.

**Back of the house facilities:** engineering, dry & cold storage, dock, kitchens.

**Opening year:** Project on hold.

PROPOSED  
FOUR SEASONS  
ASTANA  
Kazakhstan



## DESCRIPTION

The proposed property was a mixed-use development consisting of a 160-key full-service branded hotel and up to 50 private residences 300 sq. meter each on average, three restaurants, two bars, meeting rooms, swimming pool and a full-service spa.

The project was initially planned to open for Astana World Expo 2017; however, with the short deadline of construction and the high supply coming into the market, the project has been put on hold for now.

## PROPOSED FOUR SEASONS ASTANA Kazakhstan

## SOME KEY HIGHLIGHTS, STRATEGY & IMPROVEMENTS IN ADDITION TO FULL ASSET MANAGEMENT DUTIES

This assignment took place in 2014 and focused on three areas:

- Full review, and analysis of the proposed operator business terms and conditions. The aim was to get maximum beneficial terms as possible.
- Negotiations with operator of the proposed business terms and conditions in order to sign a Letter of Intent that will be followed by the contracts/agreements.
- Analysis of the operator projections to review shortfall and working capital requirements. The drafting and final agreement documents was worked on in conjunction with owner's legal teams.
- Reviewed architectural plan and ensure that the various layouts are well defined and sustainable.

**Number of rooms:** 192 rooms.

**Food & Beverage:** 3 outlets.

**Meeting space:** large meeting, banquet and conference facilities.

**Other services:** large wellness and medical centre, 6 swimming pools, 4 outdoor, 2 indoor, 25 treatment cabins, 18 medical rooms.

**Back of the house facilities:** engineering, dry & cold storage, dock, kitchens.

**Opening year:** Project under construction.

PROJECT  
INCOSOL  
MARBELLA  
Spain



### DESCRIPTION

Opened as the most luxurious hotel in Marbella for retirement of the rich and celebrities. It was an international reference in the hotel/medical luxury sector during the 80s and 90s.

The hotel was closed in 2012 and is currently under redevelopment with a significant focus on the Wellness and Medical segment of the business.



## PROJECT INCOSOL MARBELLA Spain

### SOME KEY HIGHLIGHTS, STRATEGY & IMPROVEMENTS IN ADDITION TO FULL ASSET MANAGEMENT DUTIES

Global Asset Solution and our partner provided a high-level feasibility that identified:

- Hotel and medical destination concept.
- Market positioning.
- Service and product offering.
- Consideration of the best operating solutions.
- Review of financial operating forecast.



**Number of rooms:** 117 guestrooms.

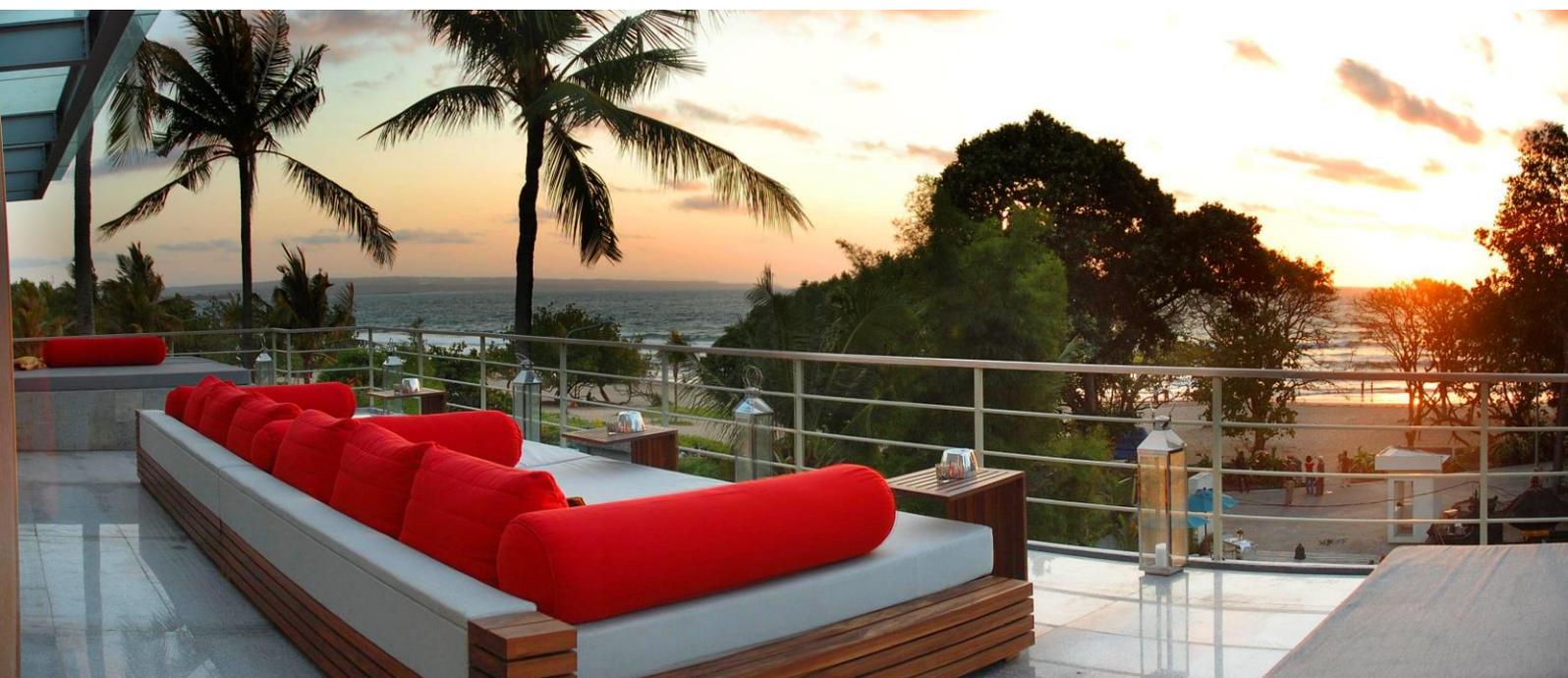
**Food & Beverage:** 2 outlets. All Day Dining and Tao (Thai/Balinese).

**Meeting space:** Balancing work and play, the resort is a meeting and events destination for groups of up to 110 people that foster creativity and open expression in a casual sophisticated environment. Featuring executive boardrooms that can accommodate up to 40 persons.

**Other services:** Spa with 4 treatment rooms, in house surf school.

**Opening year:** 2009

CAMAKILA  
LEGIAN  
RESORT  
Bali, Indonesia



## DESCRIPTION

This property is 3 minutes-walk from the beach. Just a stroll away from the golden sands of Legian Beach, The Camakila Legian Bali offers a lagoon pool and a beachfront infinity pool. It is ideally located between Kuta and Seminyak and provides 2 restaurants and a spa on site.

Pool views accompany all-day Western and international dining at Azaa Restaurant. Overlooking the Indian Ocean, TAO Beach House specialises in Southeast Asian dishes. Cocktails can be enjoyed at the lobby, pool and rooftop bars.

Rooms at The Camakila Legian Bali come with a private balcony overlooking the pool or garden. Each room has a flat-screen TV, a safety deposit box and a sofa bed. The attached bathroom has a bathtub and shower.

Guests can exercise in the fitness centre, or relax on the sun loungers by the pool. The resort provides tour assistance and car rental. Laundry and dry cleaning services are also available. The Camakila Legian Bali enjoys easy access to dining, shopping and entertainment options. Ngurah Rai International Airport is 20 minutes' drive away, while both Kuta and Seminyak are a 10-minute drive from the hotel.

## CAMAKILA LEGIAN RESORT Bali, Indonesia



## SOME KEY HIGHLIGHTS, STRATEGY & IMPROVEMENTS IN ADDITION TO FULL ASSET MANAGEMENT DUTIES

Global Asset Solution has overseen the resort since late 2015. The Owners had agreed to move from Franchise operation to a branded International operator commencing 1 January 2016. This relationship was not successful, and GAS assisted the ownership to establish themselves as an independent operation effective 1 July 2016. Occupancies have been stabilised and new distribution channels developed.

- Occupancy 2014 – 69.9%
- Occupancy 2015 – 68.5%
- Occupancy 2016 – 74.1%
- Occupancy 2017 – 74.7% (Forecast)

The Sales and Marketing team has been re-structured and entirely new sales and marketing plan implemented. GAS is now focussing on driving improved yield and distribution of the hotel. This includes improved focus on OTA production, and long haul European markets.

The ownership are now commencing construction of a new property (110 Keys) on an adjoining site.

**Number of rooms:** 185 guestrooms.

**Food & Beverage:** 2 outlets – All Day Dining and Tao (Thai/Balinese).

**Meeting space:** meeting and events destination for groups up to 300 people that foster creativity and open expression in a casual sophisticated environment. Featuring executive boardrooms that can accommodate up to 60 persons. The Tanjung Benoa Beach Resort Bali is also available for special functions at the pool and Tao Restaurant. Reconnect with your team with many team building activities such as beach volleyball, water sport or appreciation dinner accompanied with Balinese performance.

**Opening year:** 1999

TANJUNG  
BENOA  
RESORT  
Bali, Indonesia



DESCRIPTION

This property is 1 minute walk from the beach. Featuring a spa and an outdoor pool with swim up bar, The Tanjung Benoa Beach Resort - Bali offers water sport activities and 3 dining options. Located in Tanjung Benoa on Nusa Dua Beach, it provides a free shuttle bus to Bali Collection Shopping Mall twice daily. The Tanjung Benoa Beach Resort - Bali is approximately a 20-minute drive from Ngurah Rai International Airport.

Featuring traditional Balinese rooms with modern comforts, the spacious rooms provide a relaxing atmosphere with its wooden furnishings and tropical touches. They come fitted with minibars and tea/coffee makers. Safety deposit boxes are provided.

Guests can work out with a game of tennis or head to the resort's fitness centre for a good sweat. Table tennis and darts are some other recreational options provided. Traditional Asian fare is served at TAO Beachside Bar and Restaurant while Seaview Restaurant offers Western, international and Indonesian cuisine. TAO Lagoon and Lobby Lounge offer a variety of drinks.

TANJUNG  
BENOA  
RESORT  
Bali, Indonesia

SOME KEY HIGHLIGHTS, STRATEGY & IMPROVEMENTS IN ADDITION TO FULL ASSET MANAGEMENT DUTIES



Global Asset Solution has overseen the resort since late 2015. The Owners had agreed to move from Franchise operation to a branded International operator commencing 1 January 2016. This relationship was not successful, and GAS assisted the ownership to establish themselves as an independent operation effective 1 July 2016. Occupancies have been stabilised and new distribution channels developed.

- Occupancy 2014 – 69.9%
- Occupancy 2015 – 71.1%
- Occupancy 2016 – 62.2%
- Occupancy 2017 – 65.4% (Forecast)

The Sales and Marketing team has been re-structured and entirely new sales and marketing plan implemented. GAS is now focussing on driving improved yield and distribution of the hotel. This includes improved focus on OTA production, and long haul European markets.

The hotel's lease was due for renewal at the end of 2019, and based on the revised stabilised performance the owners have now decided to extend for a further 10 years and reinject capital into the hotel.



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