

CASE STUDY | SPECIALIST RESEARCH ASSIGNMENT

Client: Middle Eastern Investor and Developer

BACKGROUND TO THE STUDY

TRI Consulting was commissioned to prepare a desk based research assignment to assess the opportunity for developing a collection of branded upmarket hotels in major cities across the Middle East, Europe and the Asia-Pacific Region.

Our client required an evaluation of supply and demand in each nominated city, a preliminary financial analysis for each hotel and strategic recommendations such as how the project might best be developed within each market.

OUR PROPOSED APPROACH

The study was performed over an eight week period and included the following:

- **Supply and Demand Analysis** – an overview of the existing and potential upmarket competitive supply within each city of relevance, together with an overview of relevant existing and potential demand sources.
- **Hotel Benchmarking** – drawing data from our existing data-base, together with original market research, we benchmarked the key hotel operating performance indicators against the potential performance of the project if developed in this market.
- **Demand Growth Indicators** – assessing the likely levels of growth in demand for hotel accommodation over the coming years for each major segment of demand.
- **Critical Success Factors** – identifying factors, which we believe would be critical to the success of the project if the project was developed in each particular market.
- **SWOT** – providing a concise SWOT (strengths, weaknesses, opportunities and threats) analysis for each of the proposed cities and commentary on the feasibility of a branded upmarket hotel at each destination.
- **Preferred Hotel Areas** – recommendations regarding the preferred hotel location in each of the cities.
- **Preliminary Profit and Loss, Cash Flow and Investment Return** – preliminary profit and loss and cash flow projections assuming that a branded upmarket hotel was constructed on a premier site in each of the cities.

The results of the market study were presented in a concise report with a detailed Appendix. The report included consolidated summary of our preliminary capital outlay and return on investment projections in order to develop the portfolio of properties as recommended in these marketplaces.

The findings of our study were presented in English and Arabic, in bound reports, and supplied in five copies.