



Hotel Development and Real Estate Investments

Valuation of Hotel Investments
Feasibility Analysis, Development and Negotiations
Hotel Asset Management



ONLINE COURSES

ehl.edu

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ONLINE COURSES

Designed for working professionals who wish to gain knowledge about a specific subject related to the hospitality industry.



1 Why study at EHL :

- A learning facilitator moderates discussions on each course
- A member of faculty reviews and corrects the final assessment
- A 100% online course is accessible whenever and wherever
- Course content based on EHL's MBA guarantees premium education

2 EHL Digital Education platform,

The EHL Digital Education platform allows you to study online, at your own pace, without putting your career on hold. You will benefit from a stimulating environment of peers and international experts and participate in collaborative activities while enjoying a high level of support from your learning facilitator.

- ### 3 Certificate of Completion.
- At the end of each 5-week course, you will receive a certificate of completion, providing you successfully pass the final assessment.

Delivered by the world's #1 hospitality management school,
Ecole hôtelière de Lausanne.

Hotel Development and Real Estate Investments

The hospitality industry is a cyclical business characterized by imbalances between supply and demand. Dealing with sudden situations of growth, stagnation and decline present organizational challenges that demand flexible managerial skills and competences. Obtain the fundamental knowledge, skills, and practice to be able to make successful business decisions related to hotel development and investments with these three courses:

→ **Valuation of Hotel Investments**

→ **Feasibility Analysis, Development and Negotiations**

→ **Hotel Asset Management**



“ Real estate is an overwhelmingly prominent component of a hotel’s value. Beyond owners, even the operational side of hotel industry are now increasingly sensitive to decisions which enhance real estate value. Mastering the concepts of valuing, financing and investing in real estate assets is a fundamental necessity to claim leadership position in the industry. ”

Bernard Bohnenberger

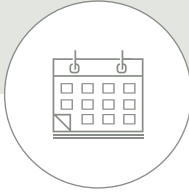
President

Six Senses Hotels Resorts Spas

“

*Ecole hôtelière de
Lausanne (EHL) is
ranked number 1 in
the 2019 QS World
University ranking
and in CEOWORLD
Magazine for Hospitality
& Leisure Management
Universities*

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Valuation of Hotel Investments

This course provides a greater understanding of the published 'values' of hotels and why they occur. You will learn industry best practice valuation methodologies and how to apply them to develop accurate valuations.



8 HOURS A WEEK

Week 1

- *Hotels and real estate*
- *Markets and their efficiency*

Week 2

- *Financial analysis*
- *Capital types & capital structure*
- *Loans*

Week 3

- *Valuation analysis*
- *Direct capitalization-conclusion*

Week 4

- *Investment valuation*
- *Investment analysis*

Week 5

- *Final assessment*

5 weeks



40+
VIDEOS



10+
EXECUTIVE
INTERVIEWS



5+
INTERACTIVE
EXERCISES



5+
CASE STUDIES
& READINGS

Course Details



Week 1

Orientation is an introduction to real estate markets and looks at real estate perspectives, understanding of value and the first steps of financial analysis. Topics covered: Hotels and real estate / Markets and their efficiency / Valuation fundamentals / Opportunity costs / Time Value of Money (TVM) / Discount rate / Return on investment

Week 2

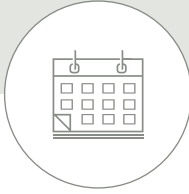
Financial analysis applies financial mathematics using hands on exercises such as: Present Value (PV) and Future Value (FV) / Net Present Value (NPV) / Internal Rate of Return (IRR) / Annuities & perpetuities / Annuities and loans calculations / Developing an amortization schedule / Perpetuities calculations / Hotel loans and mortgage basics / Loan Underwriting: LTV & DSCR

Week 3

Valuation analysis walks through the process of estimating the market value of a hotel. Topics covered: Direct Capitalization / Determination of Cap Rate / Capex Adjustment for Cap Rate / Direct Capitalization method / DCF Approach / Financial assumptions / Pro-forma development / Sales Comparison Approach / Cost Approach / Recap-Valuation methods / Company structures: REITs /SNL database

Week 4

Investment valuation looks at other information needed by investor and introduces the notion of leveraged cash flow, and its importance in hotel investment analysis. Topics covered: Value reconciliation / Depreciation / Debt schedule / Leveraged IRR / After-tax cash flow IRR



Feasibility Analysis, Development and Negotiations

This course offers the opportunity to learn about the mechanics of the hotel development process, from evaluating hotel sites to negotiating commercial contract terms. You will learn how to undertake a market feasibility using industry best practices, in order to provide the best possible solution for a hotel project.



8 HOURS A WEEK

Week 1

- *Strategic hotel investments*
- *Feasibility analysis*

Week 2

- *Project overview*
- *Site analysis*
- *Financial feasibility*

Week 3

- *Stakeholders*
- *Debt*

Week 4

- *Hotel operators*
- *Operational structures*
- *HMA negotiations*

Week 5

- *Final assessment*

5 weeks

Online course



85
VIDEOS



5
EXECUTIVE
INTERVIEWS



25
INTERACTIVE
EXERCISES

Course Details



Week 1

Strategic aspects of hotel investments casts light on the main factors to consider before investing in a hotel: Important factors / What does feasibility mean? / Who will operate and how?

Week 2

Feasibility analysis discusses the macroeconomic factors and key elements such as: Project overview / Facilities & site analysis / Supply & demand analysis / Occupancy & rate / Using STR reports

Financial Feasibility analysis explores the steps to project revenue and expenses in order to prepare a hotel proforma.

Week 3

Stakeholders goes over the different stakeholders that you should consider:

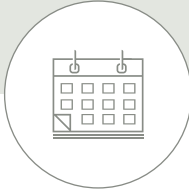
Equity investors / Lenders / Developers / Hotel operators / Franchise

Debt has a number of characteristics that are crucial in the hotel investment outcome: Overview of debt / Effects of debt / Lender's underwriting analysis / Hotel debt terms / Main points for lenders

Week 4

Hotel Operators and Owners looks at opportunities to grow and reviews the pros and cons from such growth. Topics covered: Hotel operators / History of ownership / Operating structures / Hotel management contract terms

Investment process covers the steps of investment committees as they have the last say in the investment process.



Hotel asset management

Hotel asset management requires a holistic overview and understanding of the complete hotel business. It is one of the few disciplines which requires both strategic thinking and analytical application. You will learn to develop a strong strategic perspective on what is needed to enhance value for the owner.



8 HOURS A WEEK

Week 1

• *What is hotel asset management and why is it necessary?*

Week 2

• *Data ownership control & liability*
• *Analysis, tools and building strategies*

Week 3

• *Budget (owner's perspectives)*
• *Asset management plan*

Week 4

• *Various stages of asset management*

Week 5

• *Final assessment*

5 weeks

Online course



66
VIDEOS



6
INTERACTIVE
EXERCISES



28
CASE STUDIES
& READINGS

Course Details



Week 1

Understanding hotel asset management explores various topics such as: What is hotel asset management? / History of asset management / Definition of hotel asset management / The principles of hotel asset management

Why hotel asset management is necessary looks at the hotel asset manager's mission: Operator & owner interests' dilemmas / Asset Manager's interaction with key stakeholders / Ground rules: the hotel management contract / Reality outside HMA: communication & transparency

Week 2

Taking on a hotel asset management assignment explores the data and information required and covers: Basic information received / Starting an asset management assignment / Monthly package / Ownership of information

Analysis, tools and department strategies explores various topics such as: General market benchmarking / P&L overall review / Room, F&B, Spa focus / Analysis of other departments / Undistributed operating expenses / Below GOP responsibilities

Week 3

Budget - owner's perspectives is of paramount importance in hotel asset management. The course will go through the budget approval process and discusses key elements of the budget package as well as some of the common challenges encountered during the process.

Asset management plan (AMP) is a key deliverable that an asset manager prepares for the owners. What is the objective of the AMP? Is this a standard document or adapted to each owner? How often is the AMP updated?

Week 4

The various stages of asset management explores the on-going asset management, asset manager's role and take over. **Investing in existing physical assets** discusses the factors that may influence the capital expenditure (capex) requirements for a hotel property. **Hotel development** focuses on hotel real estate cycles and how these favor geographical investment diversification. **Hotel investment ventures** covers the buy, hold or sell analysis, as well as capital structuring.

Meet your Professors



**Prashant Das,
PhD**

Assistant Professor of Real Estate Finance

Valuation of Hotel Investments

Prashant has published papers in journals such as the Journal of Real Estate Finance and Economics, Journal of Real Estate Research among others.



Jan Hazelton

Senior Lecture of Real Estate Development

Feasibility Analysis, Development and Negotiations

Jan is currently global business and real estate development vice president at Kerzner International, a real estate development company.



Alexander Sogno

Senior Lecture of Asset Management

Hotel Asset Management

Alex is the founder of Global Asset Solutions, which provides hotel asset management and hotel investment banking.

Fees & Enrollment



Individual fee

One course: CHF 2,200

Three courses: CHF 5,940

AEHL member fee

EHL Alumni who are AEHL members can benefit from a membership fee. For more details, please contact us by email at certificates@ehl.ch

Start dates

Each course is offered twice a year. Start dates are available on our website.

Enrollment

There is no admissions requirement to enroll to our online courses.

To enroll, chose a course and an intake on our website. You will then be required to fill in your personal details and select a method of payment (credit card, bank transfer or PayPal). Enrollment will be confirmed upon receipt of payment.

Fees & Enrollment



Final assessment

At the end of each 5-week course, you will be required to take a final assessment. Depending on the course, the assessment may range from multiple choice quizzes (MCQ) to more open response evaluations, like a case study.

To successfully obtain the certificate of completion, you must get a minimum of 60% of the total points available. You can either PASS or FAIL a certificate, no numerical grades will be officially reflected in the certificate.

Feedback will be provided in relation to your performance in the final assessment in order to enable you to think critically about your work and to reflect on possible improvements. The feedback is provided via EHL Digital Platform directly.

Retakes are not available at the end of a course if you fail the final assessment. If you wish to retake the final assessment, you need to re-enroll for the next available session.

Ecole hôtelière de Lausanne (EHL) is a pioneer in hospitality education since 1893. With undergraduate, graduate and certificate programs, EHL offers students a range of on-campus and online education opportunities for different stages of their professional journey.

EHL is consistently recognized as the best hospitality management school in the world with the highest graduate employment rates in the industry.



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