



9502AC – Hotel Asset Management

Group project guidelines

General purpose of the group project

The group project is designed to provide you with a practical, in-depth understanding of Hotel Asset Management in a real-world context. You will work in groups to analyze a hotel property in Wiesbaden (Germany) and develop strategies to enhance its performance and increase its exit value over ten years. Throughout the project, you will critically assess the current market environment, the hotel's strategic repositioning, potential CAPEX improvements, and branding options. The project's culmination will be a group presentation, where you will present your hotel asset management plan and recommendations to the evaluation committee composed of professors and assistants, simulating a real-world pitch to hotel owners. This project will challenge you to apply theoretical knowledge to practical asset management scenarios, sharpening your financial analysis, strategic thinking, and presentation skills.

Context

You are working for an international hotel advisory firm. Your firm is specialized in the hospitality industry across Europe, and provides various services to investors, banks and hotel companies. Your firm has been hired by a US private equity fund to prepare a detailed Hotel Asset Management Plan for a Radisson Blu property they have just acquired at the end of year 2024.

The property

The hotel is a 142-room Radisson Blu located in Wiesbaden, Germany. The property was purchased freehold, clear of all encumbrances, for €21 million. Considering the potential, the investment horizon has been set to ten years. Being their first investment in Germany, they have limited knowledge of this market, its dynamic, constraints and potential.

Indicative list of issues to be examined

As a guideline, the following key topics and questions should be considered and addressed in your presentation. The presentation should provide a clear picture of how you plan to maximize hotel value in the 10-year horizon. Please note that this list is not exhaustive, and your creativity will be highly appreciated.

1. Market research

- What are the current tourism trends in the hotel location?
- Is there an oversaturation of hotels? Which types of hotels are in high demand? How does seasonality affect performance?
- Who are the main competitors, and how does this hotel position itself against them?
- Conduct a SWOT analysis of the local hotel market.

2. Hotel positioning:

- Which market segments are most profitable in this destination, and how should the hotel reposition itself to achieve its long-term objectives?
- What improvements can be made to differentiate the hotel from competitors?
- What CAPEX modifications are required to support the repositioning?
- What is your recommendation for the existing F&B outlets in terms of repositioning, repurposing, or expansion?

3. Brand selection:

- Research multiple hotel brands and determine which aligns best with the market conditions and hotel property.
- Evaluate franchise and management fee structures and include them in your P&L projections.
- How will the brand contribute to the overall performance of the hotel?

4. CAPEX improvement:

- Identify key improvements (e.g., rooms, amenities, F&B outlets, technology) to generate incremental revenue.
- Estimate the capital expenditure required for each improvement.
- Explain how these improvements will strengthen the hotel's competitive positioning and increase long-term asset value.

5. Financial projections:

- Develop a 10-year P&L forecasts and exit value calculations, including realistic occupancy and ADR projections based on current market conditions and the strategic decisions outlined above.
- Develop sensitivity analyses to test the impact of changes in performance on hotel value.
- Prepare supporting materials (graphs/dashboards), to illustrate the hotel's performance.

Specific group project instructions

Groups:

- You are required to form a group of 8 students on your own.
- Each group must be formed via the LMS platform by **24th of September 2025, at 23:59**. Any group non-respect of this deadline will be sanctioned with a **grade of 1.00** for the project.
- We do not intervene in the management of groups. It is up to you to ensure that everyone contributes fairly.

Presentation:

Structure: The project consists of creating a hotel asset management plan. Each group will have to make a 12-minute oral presentation on its proposal (8 minutes of presentation and 4 minutes of Q&A).

Participation: Your presence in class is mandatory during your group presentations. The order of presentations will be communicated before Week 14 and is binding.

- Any group missing its assigned slot or any person absent from his/her own group's presentation will get a grade of 1.00 (**unjustified** absence). If you present a medical certificate (**justified** absence), your grade will be that of the final exam (see Article 33 of the regulations).

Dates: All presentations will occur during Week 14 of the semester.

Other instructions:

Deliverables:

1. The presentation which will include all the important elements of your hotel asset management plan.
2. Comprehensive report summarizing your hotel asset management plan. This report should be of a maximum of 6 pages (with a font size of 11).
3. Excel format of P&L with 10-year forecast, providing the detailed assumptions supporting your financial forecasts. The format and structure must be clear to the reader and support your analysis in a relevant way.

Due date:

- You must upload all your deliverables via the LMS platform. Only one submission per group should be made.
- Deadline: **14th of December 2025, at 23:59**. Note that late submission will be penalized by a deduction of 10% of your grade per hour of delay.

References:

- We expect detailed and in-depth research on the topic. Therefore, you must reference sources exhaustively and correctly (APA format).
- Any form of **plagiarism**, which is defined as such by current EHL Group guidelines, will be sanctioned with a grade of **1.00**.

Support: In general, we ask you to work independently. However, we do offer some dedicated support:

- We are at your disposal via Teams group chat for general project questions. This is reserved for general/organizational questions on the project and not specific questions on your topic.
- There will also be a tutorial session that will be a support session before the presentation dates, during which you can ask the assistant any questions about the project. The general purpose of this session is to get feedback and suggestions on your work and to answer your questions. It is, therefore, expected that you come prepared for this session with (i) a draft or at least an exact idea of your presentation, (ii) a draft of your main parts, and (iii) specific questions. The session will be shortened if you are not sufficiently prepared.

Evaluation: For this project, **all group members will receive the same grade** (unless an individual group member receives a 0.4 penalty).

If you present for **longer than 8 minutes**, all unpresented content will be left ungraded.