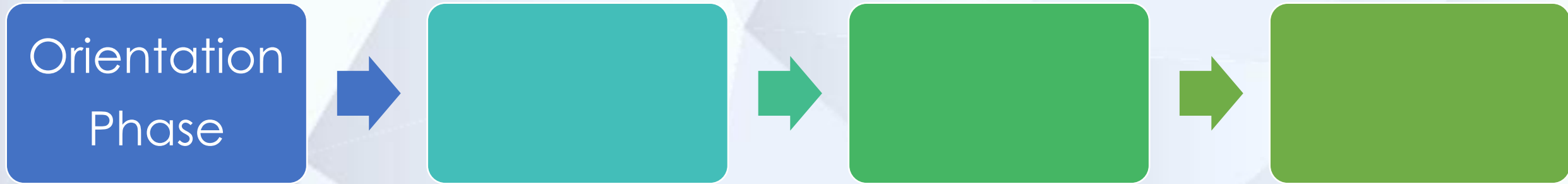


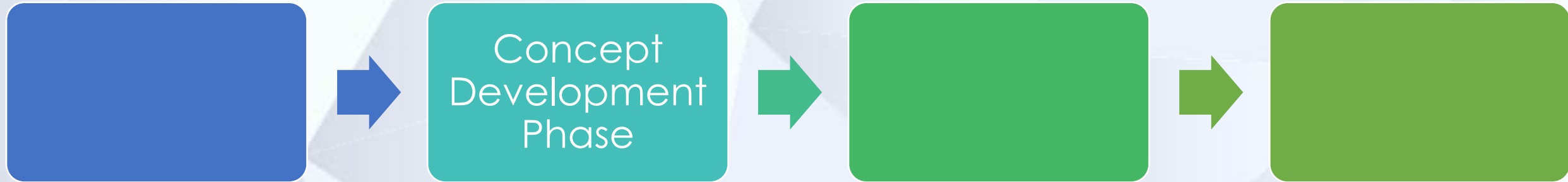


GLOBAL HOSPITALITY SOLUTIONS
FOR HOTELS, TOURISM AND LEISURE

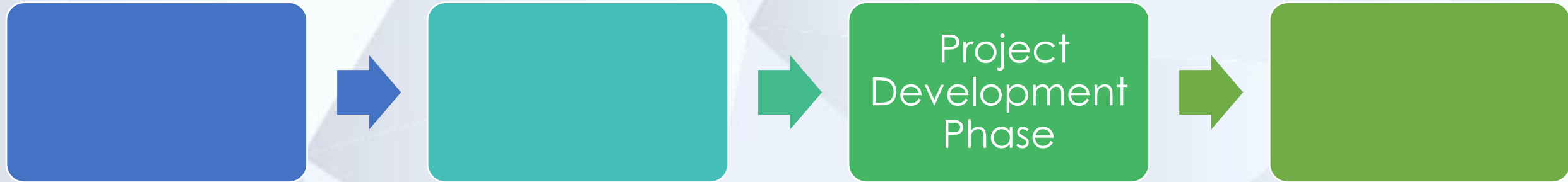
Proper Sequence of Hotel Development



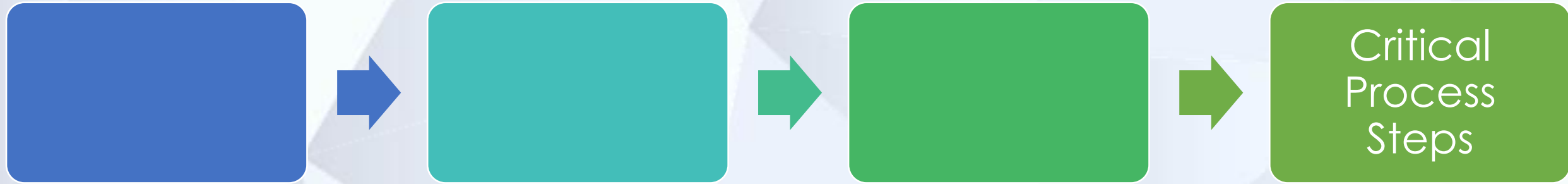
- ✓ Appointment of hospitality consultant
- ✓ Vision of client to be shared with consultant. This includes:
 - ❑ Definition of the project targets, purpose and objectives by the client (qualities, cost, time and organisation):
 - ❖ Basic information about the envisioned project (eg: category no. of rooms, features, USP of the hotel)
 - ❖ Available assets (plot size, location, investment budget, equity-debt structure)
 - ❖ Targeted timeline (eg: milestone for required beginning of construction, completion, hand-over, opening, etc.)
 - ❖ Organisation structure of the project
 - Which tasks will be fulfilled by the client himself (and his organization)
 - Which tasks will be assigned / transferred external consultants/companies, etc.)
 - Communication protocol, Organigram
 - Decision-making channels
 - Consider founding a separate corporate vehicle to run this development



- ✓ Concept to be developed by consultant
 - ✓ Concept approval by the Client
- ✓ Feasibility study to be done by a „bankable“ hotel consultant (JLL or others)
- ✓ Re-validation and assessment of the preferred hotel Operator, considering alternatives
 - ✓ Hotel Management Contract negotiations
- ✓ Appointment of Technical Owner's Representatives with Delegation of Powers
 - ✓ Shortlisting of specialized hotel architects
- ✓ Request for Proposal (RfP) to be sent to selected Architects or Architects competition



- ✓ Architects proposal to be evaluated by client and Owner's Representative
 - ✓ Appointment of general planning consultant (architect)
 - ✓ Shortlisting of subconsultants by architect, approval by client
 - ✓ Development of concept design by architect
- ✓ Development of Schematic Design, Detailed Design and Tender Documents for General Contractor
- ✓ Project description to be prepared by Engineering Consultant/Architect, incl. Authority approvals
 - ✓ Appointment of Project Management with definition of their Authority
 - ✓ Contract Negotiations with General Contractor and Tender Awards
 - ✓ Selection and appointment of Project Manager-Construction



- ✓ Timely decisions and approvals
- ✓ FIDIC as the valid Contract Format
- ✓ Adherence to the agreed objectives and procedures by all project proponents
 - ✓ Corporate discipline and observance of Chain of Command
 - ✓ Approval Authority and Accountability (see Orientation Phase)
 - ✓ Avoidance of indifferent interfaces and conflicts