



FOREWORD

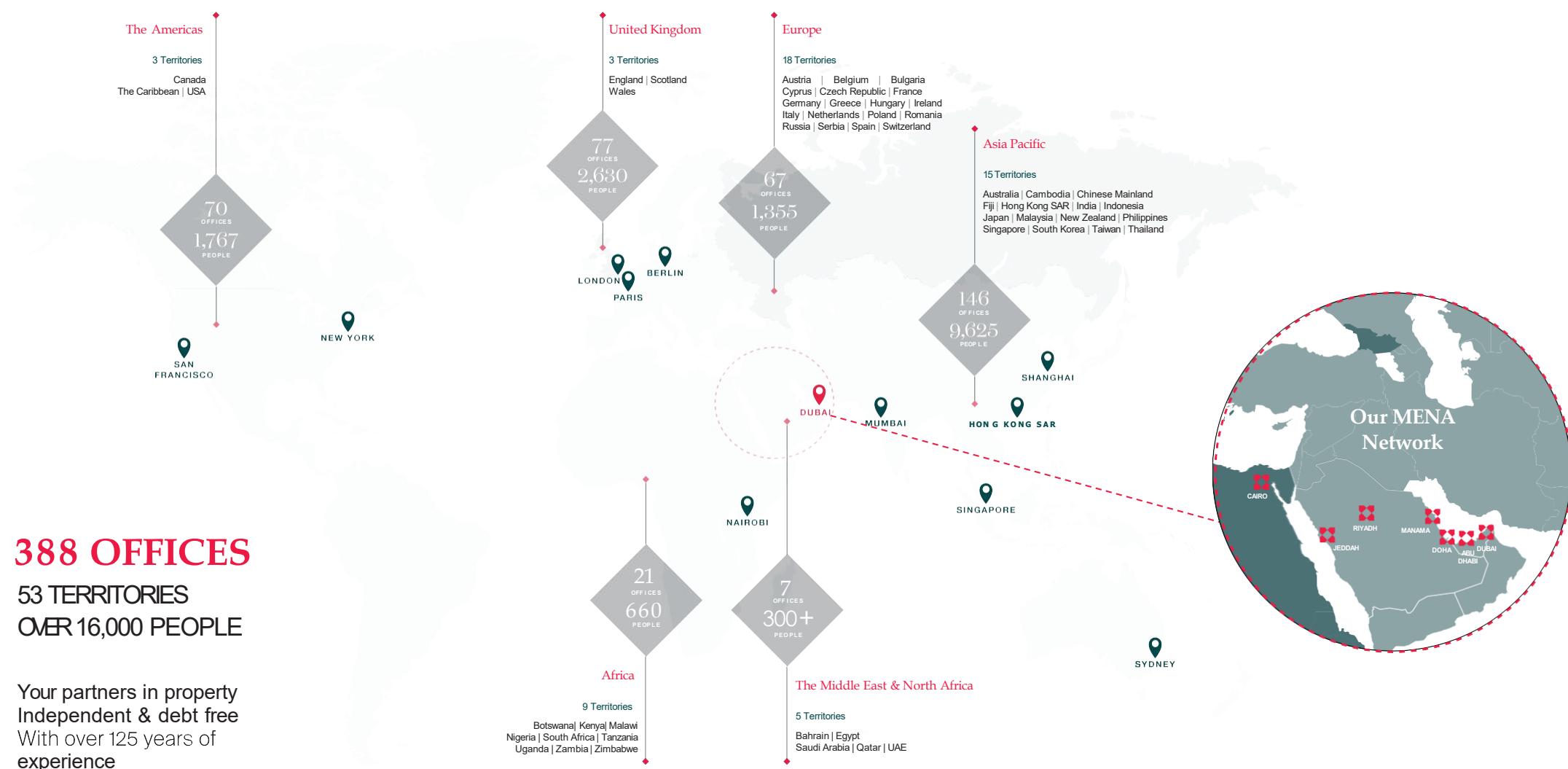
Founded in 1896, today Knight Frank is operating in 52 countries with 387 offices and over 16,000 dedicated staff serving our clients. We are proud to deliver full scale Hospitality, Tourism and Leisure Advisory Services in the region with our specialised team having successfully advised on a variety of projects over the past 25 years.

Our extensive advisory process and unparalleled attention to detail are what drives our success. We are your partner in every step from conceiving an idea to delivering a project and later overseeing the assets to secure the best return on investment.

Our team combines a variety of professionals with operational background and consulting excellence, combining best-practice with local in-depth insights.. A wealth of knowledge and intense analysis allow us to consistently deliver excellence. Our accomplished team members are fully aligned with our vision of creating exceptional projects and fueling growth in the region.



OUSSAMA EL KADIRI, MRICS
Partner – Head of Hospitality, Tourism & Leisure
Knight Frank MENA



388 OFFICES

53 TERRITORIES
OVER 16,000 PEOPLE

Your partners in property
Independent & debt free
With over 125 years of
experience



INTRODUCTION

Knight Frank is a recognised market leader in the field of hospitality, leisure and tourism advisory services. Our services are regionally and internationally acknowledged and highly valued by investors, developers, financial institutions and operators. We offer a full range of services from developing a suitable business model to selection of a suitable operator, negotiating lease management, procurement for a project. In order to guarantee the success of any project, we offer in-depth support in the development process.

Decades of experience guarantee the highest standards and reliability concerning our services for hotels as well as tourism and leisure entities. The unique combination of experience and consulting know-how provides the basis for the quality and reliability for which our services are known. We deliver independent and unbiased advice based on realistic assessments.

HOSPITALITY, TOURISM & LEISURE ACTIVITIES

Our services span the entire spectrum of the real estate development value chain and our teams have worked across all major asset classes within the hospitality industry.



ASSET MANAGEMENT

We provide pragmatic solutions to hotel owners and lenders in the management and enhancement of their hotel portfolio. We leverage our unparalleled operational experience, international best-practice and local know-how to mitigate market risk, provide with quality assurance and strategic asset management advice. With rich ownership and operator experience in the hospitality industry, we bring noteworthy qualifications to a variety of roles required to enhance the overall return on investment.

We offer full-service, hands-on hospitality advisory focused on achieving your strategic objectives and the enhancement of profitability. In the advisory role, our team works very closely with the operators, focusing their attention on the specifics to maximize the long-term value of your properties with wide areas of expertise including:

- Hotel Operations
- Revenue Management
- Sales & Marketing
- Optimisation of expenses
- Pre-opening Management
- Operational Excellence
- Branding & Positioning
- Regulatory Compliance



PRE-OPENING SERVICES

Knight Frank’s Pre-Opening Services ensure a seamless transition from construction completion to the opening of the hotel. Our team provides meticulous planning and coordination to prepare your hotel for its debut, addressing every detail that contributes to a successful launch. We intervene in staffing, training, operational setup, and marketing activations, ensuring that every aspect of the hotel is polished and ready for guests.

Our approach includes comprehensive operational testing to ensure that all systems function flawlessly, from guest services to back-end operations. We also assist in establishing partnerships with local businesses and service providers to enhance guest experiences from day one. Knight Frank’s operational guidance during this crucial phase ensures your hotel not only opens smoothly but also makes a lasting impression on guests and stakeholders.



TURNAROUND STRATEGY

With over 50 years of combined expertise, Knight Frank specializes in turning around underperforming hospitality assets and creating strategies for sustainable growth. Our experienced management team excels at analyzing market dynamics and operational challenges, enabling us to reposition assets effectively and drive profitability across diverse revenue streams.

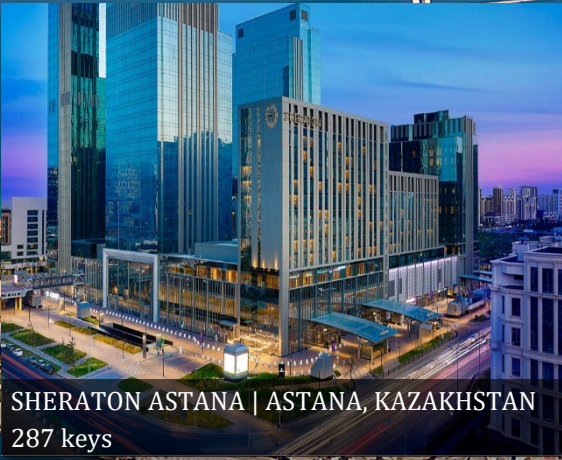
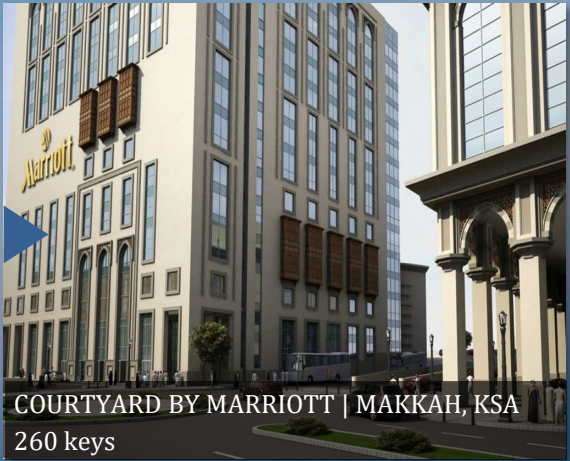
We bring a proven track record of transforming complex hotel operations by addressing key concerns including Revenue increase, cost efficiency, and other operational concerns. Whether launching a new property or revitalizing an existing one, we provide tailored solutions that align with your strategic goals.

Our services span hotels, restaurants, spas, and food and beverage operations, offering actionable insights through detailed performance assessments. With Knight Frank, you gain a trusted partner to navigate operational challenges, unlock hidden potential, and achieve long-term success.



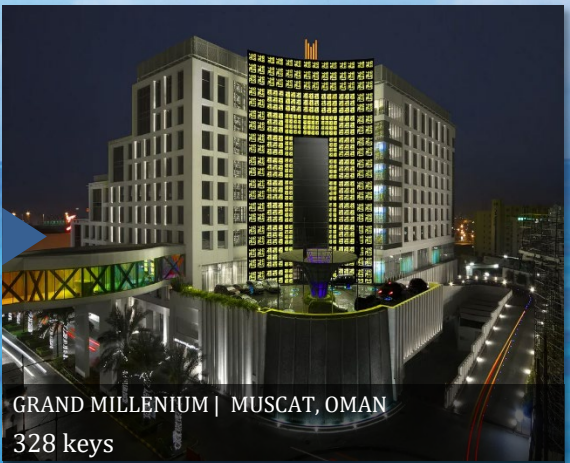
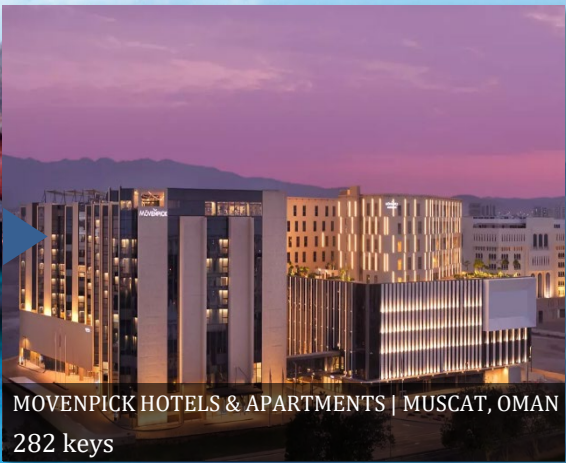
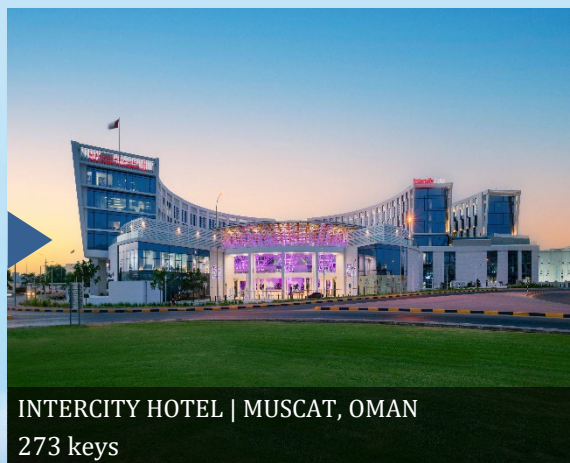
OUR TRACK RECORD – ASSET MANAGEMENT

Our team’s experience includes, but is not limited to:



OUR TRACK RECORD – OPERATIONAL REVIEW

Our team’s experience includes, but is not limited to:



OUR TEAM

Driven by unmatched experience and passion for innovation, our team of experts guarantees your hospitality venture starts and operates at its best. We comprise a team of well-rounded professionals with expertise in hospitality, operation management, franchise management, business development, procurement and asset management that has managed positions across multi international hospitality consultancy firms not only in the region but also around the globe.



Oussama El Kadiri, MRICS
Partner - Head of Hospitality, Tourism and Leisure Advisory- MENA
Having an extensive experience in real estate & hospitality management across Europe and the Middle East and North Africa, Oussama benefits from unique experience having previously headed the hotel development activities in the Middle East for international operators such as Accor with a focus on the Premium, Midscale and Economy brands of the group, as well as Radisson Hotel Group with a focus on Saudi Arabia.

His real estate and hospitality consulting experience spans over a variety of geographies within the EMEA region. While having been exposed to some of the largest projects shaping the region such as NEOM, KAFD, Al Ula, Dirriyah and others, Oussama benefits from extensive operator-side experience to provide with the optimal output for Clients and hospitality players.



Javad Hajiyeu
Associate Partner - Hospitality, Tourism and Leisure Advisory- MENA
Javad brings extensive expertise in hospitality management and real estate. He began his career in hotel operations as a management trainee, where he cultivated a strong foundation in service excellence and operational efficiency. He later transitioned to an international real estate consulting firm, advising clients across the MENA region on a range of strategic hospitality projects.
At Aldar, the region's largest real estate development firm, Javad further refined his skills in asset management and investments. Adopting a valuable owner-centric perspective, he focused on identifying the core values and priorities that drive successful real estate development. He managed the performance of a diverse portfolio of over 15 properties, including hotels, golf clubs, beach clubs, and marinas. His role involved active asset management, conducting regular operator meetings to ensure performance exceeded market benchmarks, achieving budgetary targets, and maintaining forecast accuracy.
Javad also led project management initiatives, ensuring hotels stayed on track with plans and timelines while holding operators accountable for deliverables. Moreover, he played a pivotal role in acquiring two major properties, strengthening the firm's portfolio and market position. His strategic approach and hands-on experience have significantly contributed to the success of various hospitality and real estate ventures.

LOCALLY EXPERT, GLOBALLY CONNECTED

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