



# **Operator & Brand Selection EMEA**

*JLL Hotels & Hospitality*

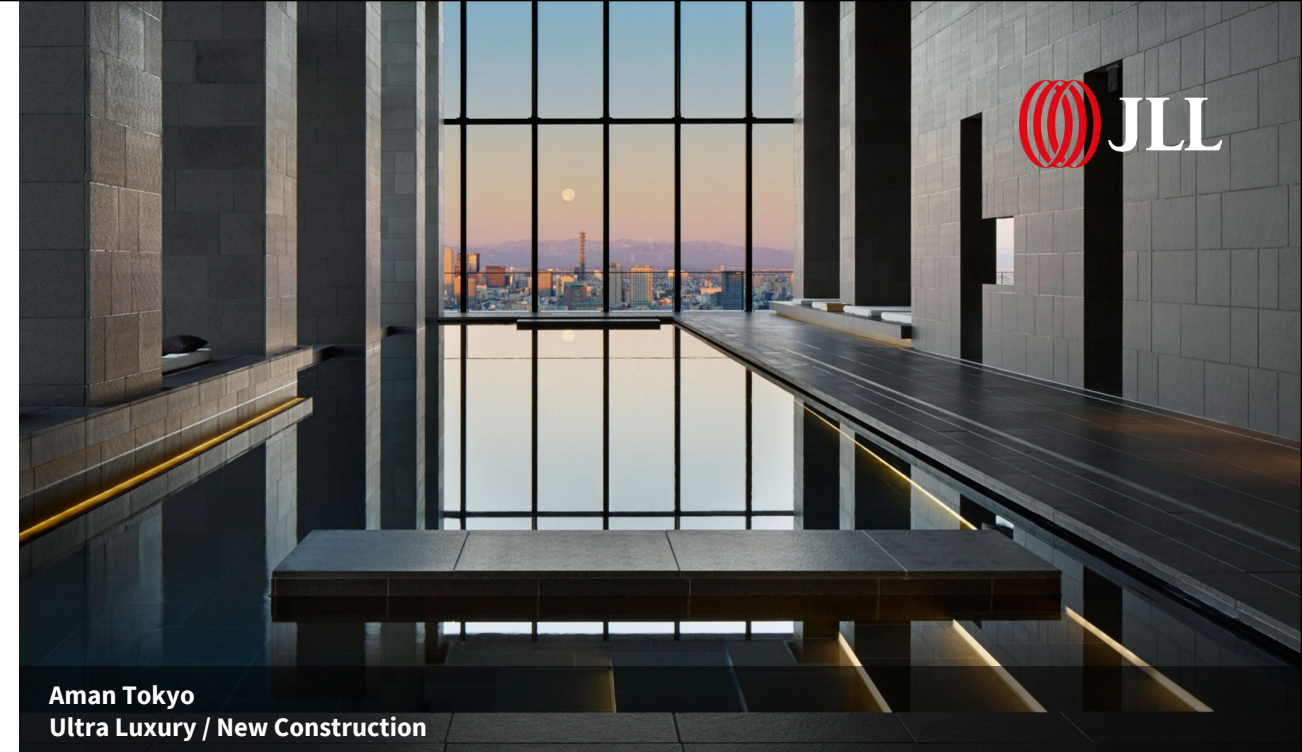


# Leading

## Hospitality advisor worldwide for over 30 years

Our hotel valuation, brokerage, asset management and consultancy services have helped more hotel investors, owners and operators achieve high returns on their assets than any other real estate advisor globally.

Our professionals are in constant communication with parties in all facets of the industry, including lenders, owners, brands, operators, legal experts, public and private entities, alongside domestic, regional and global capital, ensuring our clients are working with the most holistic, connected and experienced hotels advisory team in the world.



### JLL Hotels & Hospitality

**350**

Global hotels and  
hospitality advisors

**48**

Global hotels and  
hospitality offices

**#1**

Market share  
worldwide 2021\*

**200+**

Operator & brand  
selection mandates\*\*

**7,350+**

Advisory, valuation &  
asset management  
assignments\*\*

\* RCA rankings 2021

\*\* over the last five years



# Unparalleled

## in Operator & Brand Selection



Raffles Maldives Meradhoo  
Resort / New Construction



### JLL's track record

JLL as leading hospitality expert specializing in matching operators and brands with hotels, resorts and residences. Over the last five years, JLL has advised clients on 200+ operator & brand selection assignments worldwide.



### Proven strategy in negotiating best terms

Our keen understanding of branding, franchising, management and lease structures allows us to deliver the ideal operator and brand on the best possible terms through a well-structured competitive process.



### Extensive relationships with hotel operators / brands

JLL has built a very broad network of relationships with hotel operators and brands and has an in-depth knowledge of the brands, their performance, regional experience and loyalty programs as well as their strategy, criteria, and terms.



### Deliver results that align with your strategy

As a global, multidisciplinary team, we work towards selecting a partner that aligns with client's long term strategic goals for the asset.



# Unique platform

with global presence and local reach



Collaborative, global real estate operator selection platform, delivering strategic advice combined with realtime local market knowledge



Over 20 experts located in key global cities across the planet with the sole role of selecting the best suitable operators and brands of the most established players as well as new kids on the block



One dedicated, fully integrated operator and brand selection team with longstanding, strong relationships with key decision makers

## Our Team

**JLL Hotels & Hospitality** has 350 dedicated Hospitality professionals in over 20 countries and 48 cities around the globe

The **Global Operator & Brand Selection team** is present in the most thriving destinations worldwide





# EMEA region

A highly experienced and connected team you can trust



**Heidi Schmidtke**  
Managing Director  
EMEA



**Greg Childs**  
Executive Vice President  
London



**Sandra Rubio**  
Executive Vice President  
Spain + Portugal



**Felix Balladur**  
Executive Vice President  
France



**Claudia Bisignani**  
Executive Vice President  
Italy



**Wayne Godwin**  
Executive Vice President  
SSA



**Aboudi Asali**  
Senior Vice President  
MENA



**Andreas Wurm**  
Senior Vice President  
DACH + Benelux



**Eva Castellani**  
Senior Vice President  
France



**Michele de Marco**  
Senior Vice President  
Italy



**Pauline Li**  
Vice President  
UK



**Anina Pira**  
Vice President  
Spain + Portugal



**Eva Ostermair**  
Vice President  
DACH



**Fiona Crow**  
Senior Associate  
SSA

A dedicated, fully integrated group of experts **serving all corners of the EMEA region**



# Unlocking value

through a holistic and strategic approach



## Extensive Experience & Insights

- Dedicated operator & brand selection platform – sector specialist
- Undisputed global and regional track record
- Real-time market knowledge and expertise
- Extensive knowledge of leading operators and best practices



## Targeted Marketing

- Robust branding / operating strategy in line with your objectives
- Real marketing strategies to unlock high opportunities
- Thoughtful, targeted and transparent marketing process



## Holistic Approach

- Holistic approach from objectives setting to contract executions
- Risk-adjusted and well-informed decision-making process
- Main point of contact for owner, operator, lawyer and other stakeholders
- Thorough understanding of hotel operations, their dynamics and implications on contract negotiations
- Securing operator's (financial) commitment through key money, investment subsidiaries, guarantees structures, JV or equity interest, debt or credit enhancements etc.



The **selection** of the ideal operating partner and brand as well as the **negotiation** of the best contractual terms drive **profitability**, **value** and **liquidity** of the assets.



# Experienced negotiators

supported by Global Data Intelligence and led by experienced JLL team members

## Key considerations



The Chancery Rosewood London  
Ultra Luxury / New Construction

Our research team has tracked **10,000+** hotel transactions since 2000. At JLL we house **24,000+** hotel profit and loss statements and **400+** operating agreements.

With these proprietary data points, we are able to benchmark commercial terms and asset management mechanisms and negotiate the most suitable deals for our clients.



# EMEA region

## Unparalleled Track Record



We have executed **100+ mandates** since 2010





# EMEA region

## Unparalleled Track Record



Mantis Masai Mara Kenya  
Luxury / New construction



Andaz Amsterdam  
Lifestyle Luxury / Rebranding



Kimpton and Hyatt House Frankfurt  
Lifestyle Luxury and Serviced Apartments / New construction

We have **signed 21,900+** keys in  
EMEA region in the last 5 years



Project Heavens Courchevel  
Ultra Luxury / New construction

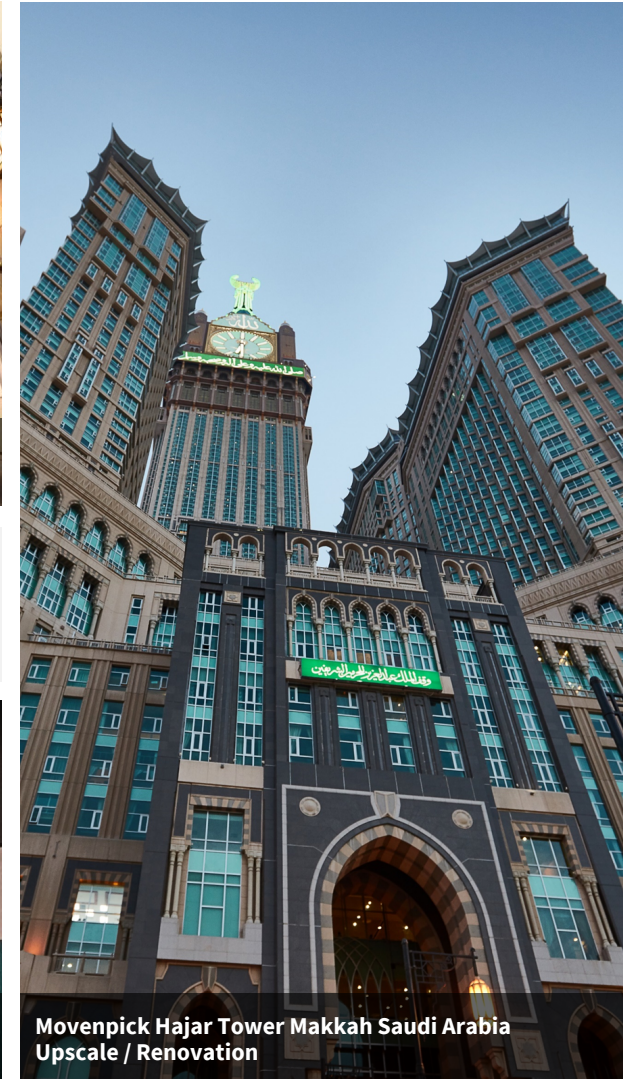
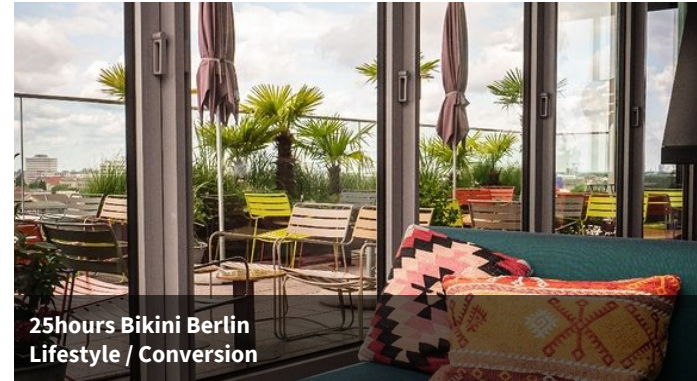


# EMEA region

## Unparalleled Track Record



From classic urban city center hotels to high-end resorts through budget, lifestyle and luxury **concepts** – we know them all



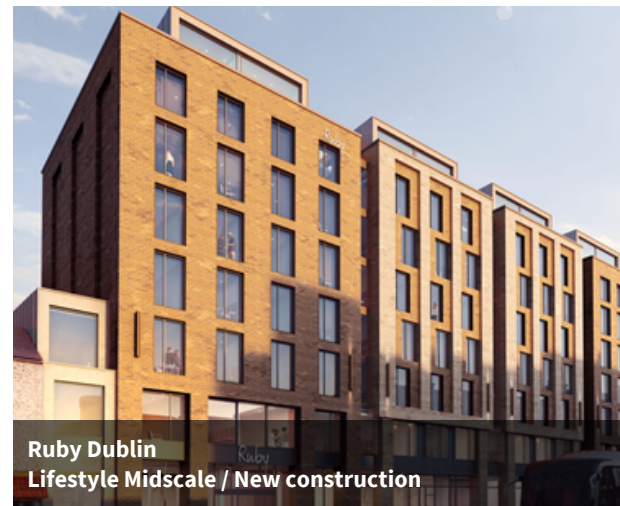
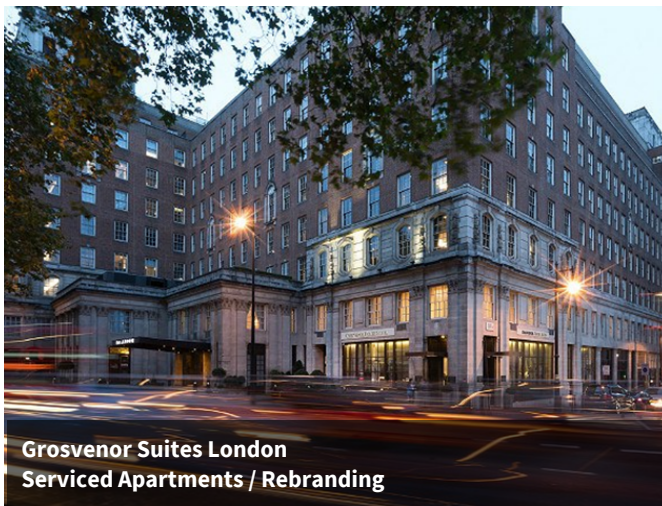


# EMEA region

## Unparalleled Track Record

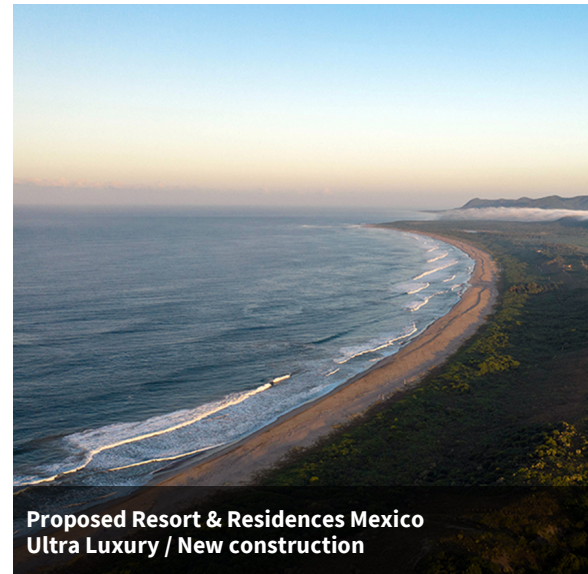


We have led negotiations with **all major operators & brands**





# Americas







# Get in touch

## Heidi Schmidtke

Managing Director

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