

Owner Representation Services for Hospitality Assets



Owner Representation that Goes Beyond Asset Management

What we've come to know, we know by experience

For over 30 years, our team of operations professionals has overseen hundreds of single asset properties and portfolios of hotels and resorts. Those engagements have built our experience and knowledge base in dealing with arguably every type of scenario imaginable, including navigating up- and down-cycles similar to the headwinds now being faced in the lodging industry. By evaluating an average of 100 hotels and resorts each year, we've gained a breadth and depth of experience that allows us to provide you with the objective and unvarnished opinions and guidance you seek and can be confident in.

What should your owner representation do for you?

Your Owner Representative should play a role in the operation of your single hospitality asset or portfolio of hotels and resorts that goes far beyond what would traditionally be thought of as Asset Management. Of course, traditional asset management roles and responsibilities ought be present and active, however Owner Representation aims to expand those roles to build a much fuller, value-added relationship, leveraging services that encompass the full breadth of the ownership experience and span the complete lifecycle of the asset or portfolio.



Services Owners Rely On for the Complete Ownership Cycle

From acquisition through disposition, The Plasencia Group offers a comprehensive suite of services for owners and investors at all critical phases of a hotel or resort's lifecycle. Our experienced team of owner representatives will preserve and enhance the value of your asset by employing aggressive value improvement techniques throughout your property's lifecycle in the following categories:



ASSET OVERSIGHT

- › Serving as the Owner's Proxy
- › Developing Sales, Marketing & Revenue Strategy
- › Evaluating and Refining Market Positioning
- › Executing on Ownership's Financial Strategy
- › Maximizing Profits



OPERATIONAL EFFICIENCIES

- › Evaluating Overall Financial Performance
- › Managing Brand and Franchise Relationships
- › Food & Beverage Repositioning
- › Establishing Staffing and Labor Controls



LENDER SERVICES

- › Sourcing Equity
- › Placing New Debt
- › Restructuring of Existing Debt
- › Monitoring Loan Compliance



DEVELOPMENT & RENOVATION

- › Providing Total Project Administration
- › Managing Budgets and Schedules
- › Negotiations with Contractors and Consultants
- › Negotiations with Brands and Operators
- › Managing the Procurement Process

For complete services overview, please visit: tpghotels.com/owner-representation

Hotels require active and aggressive oversight that surpasses asset management alone

Hotels and resorts are a special and management-intensive asset class requiring active and focused oversight to preserve and enhance their values. Since they are operating businesses, overseeing the intricacies of day-to-day operations while planning for the long-term can prove to be a daunting task for owners and investors. Those complexities, compounded with a rapidly-evolving market environment, make an owner's decisions harder than ever.

As they look for solutions, an increasing number of owners and investors have found that engaging The Plasencia Group has been the key to improving performance while striking a better balance between their objectives and those of day-to-day operators.

Investors who desire to be more than simply sources of capital, clearly see the value of having the perspective of a seasoned asset manager, who can oversee operations with professional expertise and analyze an investment with one eye on capital markets and the other on the long-term value of the investment.



Does your asset measure up? Critical Questions for Hotel and Resort Owners

- › What steps have you put in place to ensure that your hotel management team is always performing with your best interest in mind?

- › Is your manager taking proactive steps to maximize your hotel's revenue potential?

- › Does your manager have a defined plan in place to maximize your hotel's bottom-line profits?

- › Does your manager have established plans in place to maximize cashflow?

- › What specific steps is your manager taking to actively protect your asset?

For answers to the above questions, and to get in touch with one of our Owner Representation experts, visit tpghotels.com/critical-questions-for-hotel-owners/

Representative Engagements



Kimpton Overland Atlanta Airport
ATLANTA, GEORGIA

CONVERSION FROM BRAND MANAGEMENT
TO FRANCHISE



JW Marriott Marquis Miami
MIAMI, FLORIDA

REPOSITIONING
& DISPOSITION

Our experience spans across various property types, geographic markets and project scopes. Three decades of specialization in the lodging industry means we have the knowledge needed to anticipate and overcome the unique challenges of hotel asset ownership and management.

*A comprehensive list of services is available
and can be tailored to your specific asset's needs.*



Vinoy Resort & Golf Club
ST. PETERSBURG, FLORIDA

ACQUISITION UNDERWRITING,
RENOVATION & REBRANDING



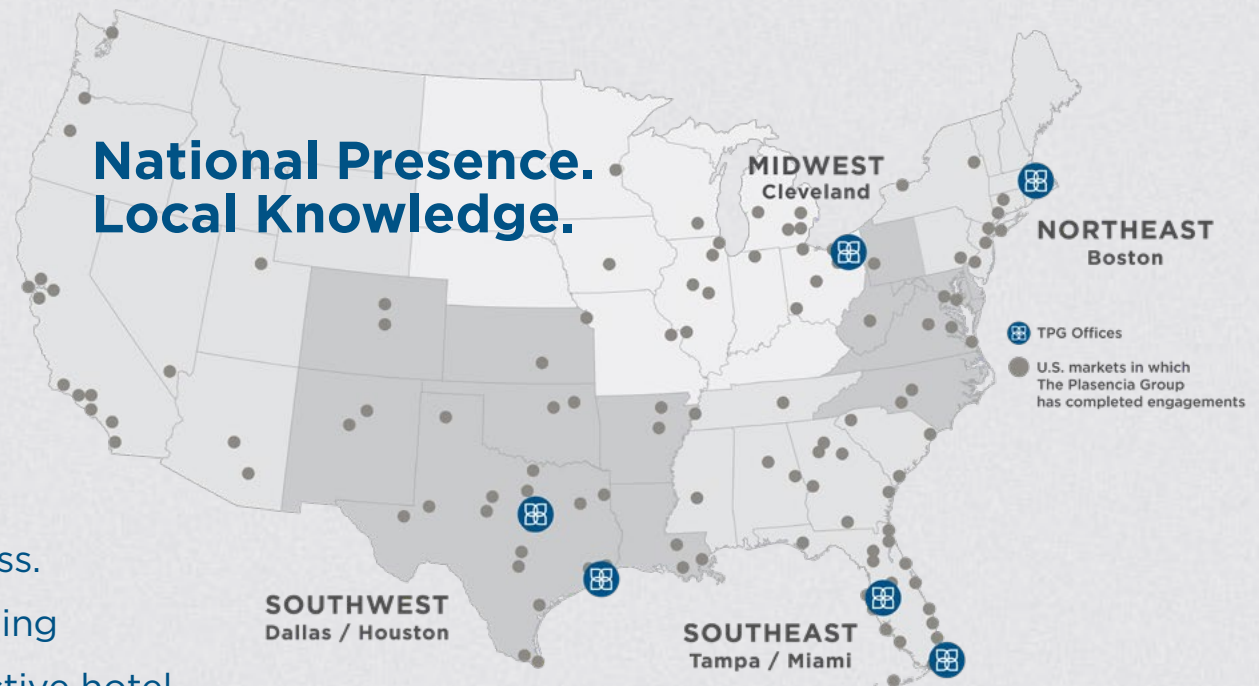
Islander Resort
ISLAMORADA, FLORIDA

TRANSITION TO NEW MANAGEMENT COMPANY
& DISPOSITION

Oftentimes, we provide owner representation services in tandem with other strategic advisory services such as dispositions, renovations or property repositionings. Without exception, these complementary services are aimed at further improving ownership's overall investment returns. Find out more at tpghotels.com/services

Thirty Years of Client Success

The Plasencia Group has completed hundreds of development, renovation, asset management, disposition, financing, and strategic consulting engagements throughout North America over its three decades in the lodging investment and consulting business. Our principals maintain longstanding relationships with today's most active hotel investors, lenders, servicers, brands, operators, contractors, engineers and designers. We have been privileged to deliver results for some of the most sophisticated owners and investors in the industry, serving as advisor to many of them on engagements across a wide array of asset types and markets.



Why Work with The Plasencia Group?

> **FOCUSED HOSPITALITY EXPERIENCE & EXPERTISE**

Our objectives generally focus on benchmarking, evaluating, recommending and monitoring specific actions relative to all aspects of the hotel's performance, including:

Revenue generation **Expense management** **Management proficiency and ability**
Profit maximization **Market positioning** **Capital budgeting and planning**

> **A HANDS-ON APPROACH**

Our engagement as your owner representative and asset manager contemplates an active role in the oversight of your hotel. Our focus will be to provide ownership with a consistent and thorough property analysis based on factual and achievable revenue enhancement and expense reduction techniques. We then take an active role in overseeing and guiding the implementation of an involved asset management effort through impartial advice to both ownership and to the hotel's operator.

> **EXTENSIVE AND DEEP RELATIONSHIPS**

Our professionals have been privileged to provide consulting, advisory and asset management services to a broad range of investors and lenders, including real estate investment firms, life insurance companies, lenders, sovereign funds and independent owners.

> **VALUE-ADDED SERVICE OPTIONS**

The Plasencia Group is available to assist our clients with a variety of other related services not contained in our standard menu of services. This may include discussions with investors, lenders, attorneys, property personnel and other constituents to whom ownership might direct us.

Passion. Access. Certainty.

The Plasencia Group takes pride in successfully serving our clients with ardent passion, providing direct access to high-level decision makers, and providing the certainty of a thorough and professionally-orchestrated process.



Distinguishing Attributes Make a Meaningful Difference

RELEVANT KNOWLEDGE

The Plasencia Group focuses exclusively on hotel and resort investments and our principals have gained decades of knowledge about regions across the United States and the Caribbean plus broader economic dynamics through five separate market cycles.

ALIGNED INTERESTS

As a privately-held business not beholden to shareholders, we are not pressured to collect engagements and are selective about the projects we accept. Simply stated, we do not treat engagements as a commodity to be hoarded with dozens of other offerings. We appreciate the importance of our clients' investments and related decisions and assure them that their interests come first, last, and everywhere in between.

EXECUTIVE ATTENTION

The Plasencia Group's team is made up of principals and senior professionals who are known for relationships with leaders across our industry, including hotel brands, investors, lenders, operators, contractors, engineers, architects, and designers. Access to these decision-makers means that our engagements are completed more expeditiously and with a higher degree of certainty.

The Plasencia Group's professionals are known for relationships with executive decision-makers at lodging investment firms, brands and related vendors across North America.

Your Owner Representation Team

OUR TEAM

Comprised of professionals with years of experience in hotel development, construction, design, lending, operations, financial analysis, marketing, and negotiations, our team offers unparalleled expertise in all areas of hotel consulting, financing and transactions. We value the principal mindset and hire from the ranks of investors, lenders, brands, and operators, not from brokerage firms.

Each member of the firm is dedicated to delivering for our clients with a personalized level of commitment that is unsurpassed in our industry. Our goal is to make this singular approach the appreciable difference that earns our clients' trust time and again.

> **For profiles of each of our team members, please visit: tpghotels.com/about-us**

HERE TO ASSIST YOU

Please get in touch with our team to discuss your lodging ownership representation needs by calling **(813) 932-1234** or emailing **info@tpghotels.com**. We hope to have the privilege of speaking with you soon.



**National Presence.
Local Knowledge.
Exclusively Hospitality.**



3550 Buschwood Park Drive
Suite 150
Tampa, Florida 33618
(813) 932-1234

tpghotels.com

The Plasencia Group is a WMBE-certified business.