



# 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.

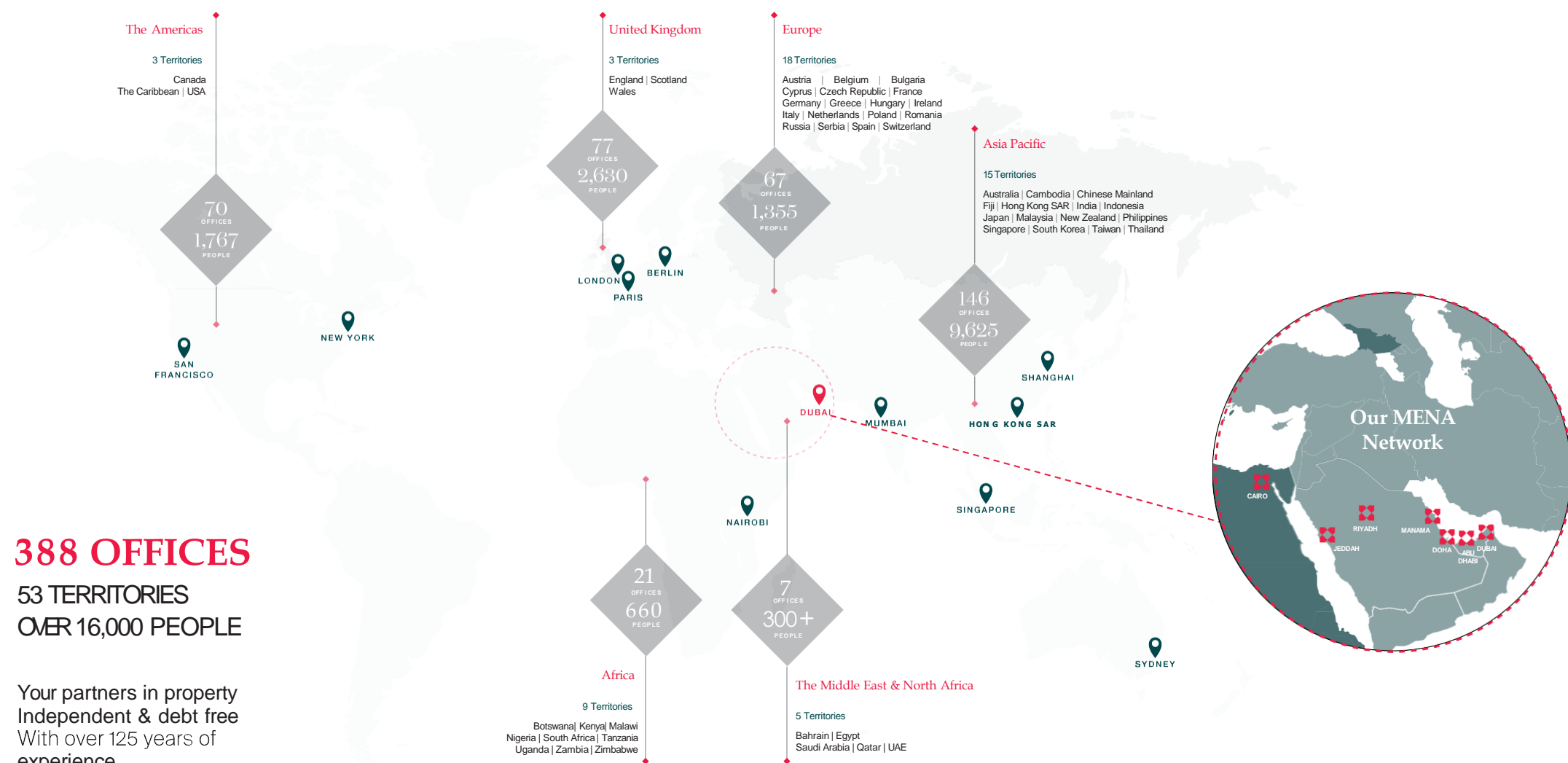
Our extensive advisory process and unparalleled attention to detail are what drives our success. We are your partner in every step from conceiving an idea to delivering a project and later overseeing the assets to secure the best return on investment.

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

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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.

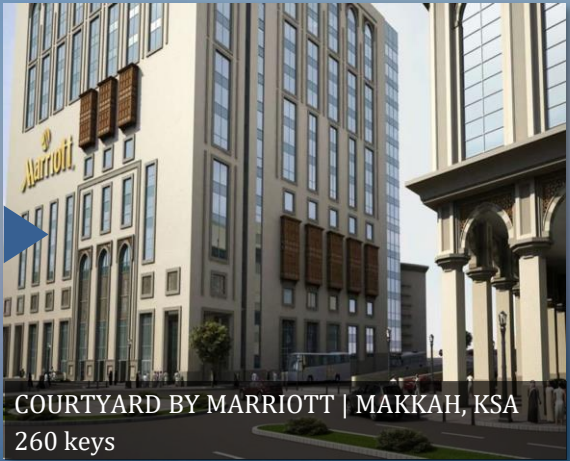
Our services span hotels, restaurants, spas, and food and beverage operations, offering actionable insights through detailed performance assessments. With Knight Frank, you gain a trusted partner to navigate operational challenges, unlock hidden potential, and achieve long-term success.





# OUR TRACK RECORD – ASSET MANAGEMENT

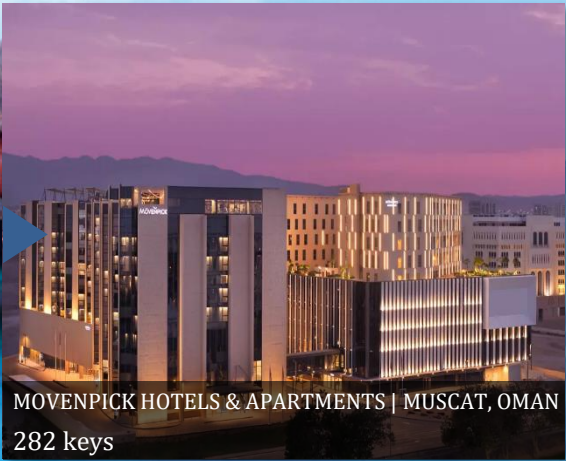
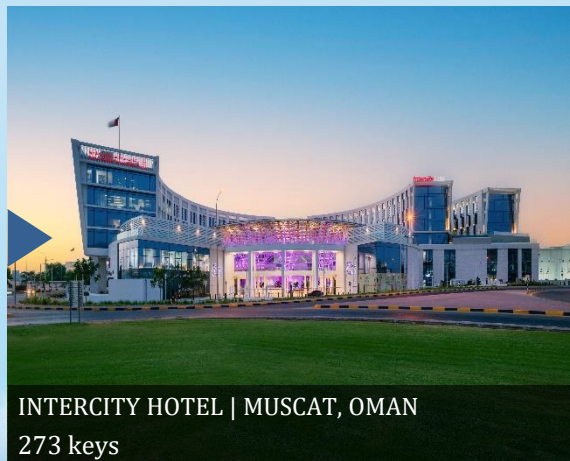
Our team’s experience includes, but is not limited to:





# 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.



**Turab Saleem**  
*Partner - Hospitality, Tourism and Leisure Advisory- MENA*

Turab is an accomplished and meticulous professional with 22 years of proven success record in various aspects of the hospitality industry including Asset Management, Hotel Development, Tourism Development, Restaurant Development/Management, Hotel Management and Project Management. With Master’s in hospitality from NYU and Bachelor’s in Hotel Management from Swiss Hotel Institute, his consulting experience includes over 68 hotel projects with a value of approximately USD 4.2 Billion. He has worked in various continents including Europe, North America, USA and the Middle East holding senior positions and worked for a number of years with well-established Hotels.



**Javad Hajiye**  
*Associate Partner - Hospitality, Tourism and Leisure Advisory- MENA*

Javad brings vast expertise in hospitality management and real estate. Starting as a management trainee in hotel operations, he built a solid foundation in service excellence and operational efficiency. Transitioning to international real estate consulting, he advised MENA clients on strategic hospitality projects.

While at Aldar, the region's largest real estate developer, he honed his skills in asset management, handling a diverse portfolio of 15+ properties, including hotels, golf clubs, and marinas. Javad ensured performance exceeded benchmarks, achieved budget targets, and maintained forecast accuracy. He also led project management initiatives, kept hotels on schedule, and acquired key properties to enhance market position, significantly contributing to successful ventures.



**Khurram Ashraf**  
*Senior Consultant – Hospitality, Tourism and Leisure Advisory- MENA*

Khurram is results-driven and agile leader with over 15+ years of Strategic Finance Management experience at management level across various hospitality industries such as IHG, Accor and Hilton, he participated successfully in hotel conversions and new openings as a consultant.

Khurram has proven expertise in operations, compliance, regulatory finance, planning & forecasting, investment analysis, audit and control, feasibility study, financial policy development and implementation, resource allocation, cost studies, corporate finance, financial modelling, capital management, financial reporting, organizational change, and stakeholder communication, transformation projects, & project management.



# LOCALLY EXPERT, GLOBALLY CONNECTED

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**Oussama El Kadiri**

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