

# ***The taste of success***

## Middle East

## Hospitality & Leisure

The hospitality and leisure industry embraces a spectrum of sectors and businesses across hotels, bars and restaurants, travel and tourism, sport and leisure and gaming. The sector is dependent on consumer confidence and business sentiment and is facing increasing pressure to deliver innovation, quality and value.

Brand strength and effective distribution channels are becoming more important than ever. The industry is increasingly engaging with digitally active consumers who expect to be able to interact with brands on a personalised, multichannel basis and who are harnessing social media and mobile technology at an ever faster rate.

PwC in the Middle East has a vital role in the development and further advancement of the hospitality & leisure industry and of the businesses and organisations functioning in this sector. Our firm has been the trusted advisor to some of the most important local and international hospitality & leisure enterprises, as well as to relevant governmental authorities and Ministries.



# How we can help you

## 1

### Tourism & Destination Services

- Stakeholder experience management
- Strategic and operational planning
- Destination Management
- Market Research and Forecasting
- Digital transformation & distribution alignment

## 2

### Hospitality Asset Services

- Feasibility studies / Market studies/ Valuations
- Project finance planning & development modeling
- Pre-opening project management
- Owner's representation
- Operator selection & management contract advisory
- Fixed asset tagging and FAR development

## 3

### Hospitality Operations Services

- Strategy & operations consulting
- Branding & service recovery
- Operational effectiveness audits
- Digital transformation & distribution alignment
- Distribution & sales strategies
- Yield management optimization
- Standardization, control and SOP project
- Data assurance

## 4

### Hospitality Structuring Services

- Expat compensation services
- Licensing & tax structuring
- Company administration services
- Financial and forensic audits
- Internal audit
- Data analytics
- Transaction support
- Headquarter relocation
- Legal services
- Fixed asset tagging and FAR development

## Our experience across the region

### H&L industry projects

We have been actively involved in the most important H&L projects that have been carried in the region include:

#### **Hospitality**

- Hotels
- Food and Beverage
- Spas
- Mixed use developments

#### **Leisure**

- Theme parks
- Waterparks
- Golf courses
- Marinas
- Oceanariums
- Event Management

#### **Sport**

- Sports facilities
- Sports marketing and management
- Commercialisation
- Performance

### **Tourism strategies development, implementation & monitoring**

The dynamics of the industry dictate the necessity of not only having a well-defined strategy but being able to implement and monitor it effectively. In that respect we have been working closely with important stakeholders of the H&L industry such as:

- National governments and Governmental bodies
- Municipalities and local authorities
- Governments institutions and organisations
- Hotels and various H&L business entities
- Tourism business associations
- Travel business associations
- Non-profit organisations

# How we have supported our clients in the region

## Dubai Theme Parks

PwC conducted a **market assessment** and **feasibility study** for a new USD 2.9 billion leisure & entertainment destination development in Dubai.

Our team assessed the potential growth of the UAE tourism market and developed assumptions for theme park supply and demand penetration and determined ticket pricing based on global benchmarks. We prepared an in-depth financial model and feasibility study leading to a successful IPO.



## Sports Club

PwC was engaged to revive an existing sports club by assessing the ideal mix of additional activities turning it into a multi-sport facility. The work entailed a detailed **market demand assessment, primary research** and **benchmarking** at comparable facilities internationally and in the UAE, to determine accurate cost figures and revenue expectations.

We were able to advise on a complex that would both be financially viable as well as being attractive to the local market and providing benefit to the community as a whole



## Leading Restaurant Chain

The food service sector is growing rapidly across the Middle East and PwC has been involved in major food and beverage deals across the region providing **M&A advice, vendor due diligence** and **store expansion strategies** to both quick service restaurants and casual dining.

Recent transactions include the acquisition of Kudu and the sale of Shakespeare and Co.



## Hotel Group (operator)

PwC has been involved in providing data analytics to a major hotel chain to support identification of consumer spending and predict future trends.

We were able to identify areas for **potential future investment** needs to meet changing consumer demand.



## Dubai mixed use facility

PwC advised on the **highest and best use for 11 plots of land in Dubai**, and conducted a **market and financial feasibility study** that would maximise investment returns and unlock the maximum capital value of each of the assets.

We were able to identify the best mix of retail, hospitality, office and residential components for each plot of land based on multiple factors including, market demand for each sector, zoning, and future demand-supply assessment.



## Olympic Committee

PwC has been engaged to set up a **strategic programme management office** to manage projects that will support a GCC Olympic Committee's goal of significantly improving medal performance in future Olympic and Asian Games.

Our work with this Olympic Committee will transform them into a leaner organisation that can sustainably deploy and manage different projects. We have also audited all the sports facilities to assess their fit for purpose.



## Hotel Group (owner)

Our client's hotel was underperforming in a fast growing but very competitive GCC market.

PwC assessed the key drivers of **growth, distribution, asset quality** and **service quality** and **advised the repositioning and rebranding strategy**. We also advised on opportunities to improve both MICE and food and beverage performance.



## Hotel Group (owner)

PwC were engaged to perform a detailed review of **pre-opening costs, comparing to actual budgets** and **providing assurance** over the controls surrounding the procurement process.



# Why PwC?

The Hospitality & Leisure team brings a unique combination of strengths, including:

***Experience in working with Hospitality & Leisure promoters and an in-depth knowledge of hospitality operations***

***A strong track record in the production of high-quality sectoral reviews***

***Extensive experience of qualitative and quantitative research techniques***

***A strong reputation for exactitude, rigour, independence and impartiality***

***Access to the PwC international Hospitality & Leisure network***

## ***Your Middle East Hospitality & Leisure team***



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