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COURSE BROCHURE

Hotel Investment Analysis and Financing Training Course

17 – 28 May 2027
Vienna

Hotel Investment Analysis and Financing Training Course

Ref: 287_9448 **Date:** 17 – 28 May 2027 **Location:** Vienna **Fees:** 12400 GBP

Hotel Investment Analysis and Financing is a 2-week training course for hotel owners, asset managers, investment analysts and development directors who must decide whether a hotel deal deserves capital, and it ends with a hotel investment memorandum each participant builds. Lodging assets combine property risk with an operating business, so lenders and investors now expect sharper underwriting and clearer exit logic. Jupiter Prime Training delivers this course for investment and asset teams.

Why Hotel Investment Analysis and Financing Matters Now

Three forces shape hotel deals today: higher financing costs that narrow the gap between yield and debt service, owners and brands renegotiating fees and key money, and investors demanding evidence that forecast RevPAR and margins will hold through a cycle. A well underwritten acquisition protects equity when trading softens; a poorly structured one leaves owners trapped between covenants and capital expenditure. The course rests on the Uniform System of Accounts for the Lodging Industry USALI for reading operating statements, and on discounted cash flow valuation and market feasibility practice used by hotel appraisers and lenders.

Who Gains Most from Hotel Investment Analysis and Financing

- Owners and family offices who approve hotel acquisitions, refurbishments and disposals
- Asset managers who hold operators to budget, fee and capital expenditure targets
- Investment analysts who build underwriting models and sensitivity cases for committee
- Development directors who test site feasibility and negotiate brand and operator terms
- Lending and credit officers who size hotel loans and set covenants

Investment committees gain most when the analyst, the asset manager and the deal sponsor attend together and agree one underwriting language.

Hotel Investment Analysis and Financing Capabilities

Participants move from reading a hotel operating statement to defending a capital structure in front of an investment committee.

- Build a ten-year hotel cash flow from USALI departmental statements — investment committee approval
- Calculate market value through discounted cash flow and capitalisation rates — acquisition bid price
- Assess supply, demand and penetration in a feasibility study — go or no-go on development
- Design a capital stack balancing senior debt, mezzanine and equity — sponsor return targets
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Weigh management agreements against franchise and lease structures — owner control and fee load
- Communicate deal risks and exit options in an investment memorandum — lenders and co-investors

Key Hotel Investment Analysis and Financing Terms

- RevPAR — revenue per available room, found by dividing rooms revenue by rooms available, or multiplying occupancy by average daily rate.
- GOP — gross operating profit, the hotel earnings left after departmental and undistributed operating expenses but before management fees and fixed charges.
- Capitalisation rate — the ratio of stabilised net operating income to value, used to convert one year of earnings into a market price.
- FF&E reserve — a percentage of total revenue set aside for replacing furniture, fixtures and equipment over the asset life.
- Key money — a payment from a brand or operator to an owner to secure a management or franchise contract.
- Debt service coverage ratio — net operating income divided by annual loan payments, the ratio lenders test before and after funding.

Hotel Investment Analysis and Financing Day by Day

Day 1: Hotel Asset Class and Market Cycle

- Hotel Real Estate Versus Other Property Types — Risk Premium Expectations
- Lodging Cycle Indicators and Supply Pipelines — Timing of Entry and Exit
- Investor Profiles From Family Offices to Funds — Return Horizon Choices
- Ownership, Operation and Brand Separation — Who Controls Cash Flow
- Deal Lifecycle From Sourcing to Disposal — Where Value Is Created

Day 2: Reading Hotel Operating Statements

- USALI Departmental Schedules and Undistributed Costs — Comparable Performance Reading
- GOP and EBITDA Bridge From Operating Statement — Earnings Quality Judgements
- Occupancy, ADR and RevPAR Decomposition — Pricing Versus Volume Diagnosis
- Total Revenue Per Available Room for Mixed-Use Hotels — Ancillary Income Weight
- Benchmarking Against Competitive Set Reports — Underperformance Opportunity Signals

Day 3: Market Feasibility Studies

- Demand Segmentation by Corporate, Leisure and Group — Room Mix Sizing
- Supply Analysis and Competitive Set Selection — Realistic Penetration Targets
- Fair Share and Penetration Index Projections — Ramp-Up Assumptions
- Facilities Mix for Rooms, F&B and Meeting Space — Capital Budget Scope
- Feasibility Report Structure for Lenders — Development Go Decision

Day 4: Hotel Cash Flow Forecasting

- Ten-Year Projection With Stabilisation Year — Valuation Base Selection
- Fixed and Variable Cost Modelling by Department — Margin Resilience Testing
- Management Fees, Incentive Fees and FF&E Reserve — Net Operating Income
- Capital Expenditure Planning and Renovation Cycles — Owner Funding Calls
- Scenario and Sensitivity Cases on RevPAR — Downside Protection Limits

Day 5: Hotel Valuation Methods

- Discounted Cash Flow With Terminal Value — Bid Price Ceiling
- Capitalisation Rate Derivation From Transactions — Market Value Cross-Check
- Price Per Key and Replacement Cost Comparisons — Development Versus Acquisition
- Discount Rate Build-Up and Risk Adjustments — Required Return Setting
- Valuation Reconciliation and Appraisal Review — Lender Value Acceptance

Day 6: Operating Agreements and Brand Economics

- Hotel Management Agreement Fee Structures — Owner Cash Retention
- Franchise Agreements With Third-Party Operators — Control Versus Brand Support
- Lease and Hybrid Structures — Risk Transfer to Operators
- Performance Tests, Termination Rights and Key Money — Exit Flexibility
- Brand Standards and Property Improvement Plans — Capital Expenditure Exposure

Day 7: Debt Financing for Hotels

- Senior Loan Sizing by LTV and DSCR — Leverage Ceiling Decisions
- Construction Loans and Draw Schedules — Development Funding Sequencing
- Covenants, Cash Traps and Reserves — Operator Budget Constraints
- Islamic Finance Structures Such as Ijara and Murabaha — Sharia-Compliant Funding Choices
- Interest Rate Hedging and Refinancing Risk — Debt Maturity Planning

Day 8: Equity, Capital Stack and Returns

- Capital Stack Layers From Senior Debt to Common Equity — Cost of Capital
- Mezzanine and Preferred Equity — Gap Funding Trade-Offs
- Joint Venture Waterfalls and Promote Structures — Sponsor and Investor Alignment
- IRR, Equity Multiple and Cash-on-Cash Measures — Committee Hurdle Tests
- Sale and Leaseback and Asset-Light Moves — Balance Sheet Strategy

Day 9: Hotel Asset Management and Exit

- Asset Management Reporting and Operator Reviews — Budget Approval Decisions
- Repositioning and Rebranding Business Cases — Value-Add Investment Choices
- Hold-Sell Analysis and Disposal Timing — Exit Value Capture
- Due Diligence Checklists for Acquisitions — Deal Breaker Identification
- Portfolio Diversification by Segment and Location — Concentration Risk Limits

Day 10: Practising the Hotel Investment Memorandum

- Feasibility and Market Evidence Applied to a Live Case — Demand Credibility
- Cash Flow and DCF Valuation Applied to the Case — Offer Price
- Operating Agreement Choice Applied to the Case — Fee Load and Control
- Debt and Equity Structure Applied to the Case — Funding Plan
- Hotel Investment Memorandum Completed and Presented — Committee Recommendation

Applying Hotel Investment Analysis and Financing After the Course

- Rebuild one current hotel underwriting model on USALI lines, adding RevPAR downside cases and a DSCR test before the next committee meeting
- Review one existing management or franchise agreement against the fee, performance test and termination benchmarks covered, and table renegotiation points with the asset manager

Hotel Investment Analysis and Financing Questions FAQ

What is Hotel Investment Analysis and Financing and why does it matter now?

Hotel Investment Analysis and Financing is the discipline of forecasting hotel cash flows, valuing the asset and structuring debt and equity around it. It matters now because financing costs, operator fee pressure and tighter lender tests leave less room for loose underwriting.

Which roles gain most from Hotel Investment Analysis and Financing?

Owners, asset managers, investment analysts, development directors and hotel lenders gain most. Each role either prepares the numbers behind a hotel deal or approves the capital that funds it, so a shared method shortens committee debate.

How does Hotel Investment Analysis and Financing differ from a general hotel management course?

It focuses on the asset and its capital rather than daily operations. A hotel management course improves service and departmental results, while this subject turns those results into value, financing capacity and returns for owners and lenders.

What do you bring back from Hotel Investment Analysis and Financing?

You bring back a hotel investment memorandum built on a real or realistic case, with a feasibility view, cash flow, valuation, operating agreement choice and capital structure ready for an investment committee or lender discussion.

Hotel Investment Analysis and Financing: The Way Forward

The hotel investment memorandum first informs the offer price and funding plan for the next acquisition or development on the pipeline. Analysts, asset managers and sponsors use it as the shared reference for committee and lender meetings. After its first use, the operating agreement assumptions deserve a second look, because fee structures and capital calls shape owner returns more than headline RevPAR.