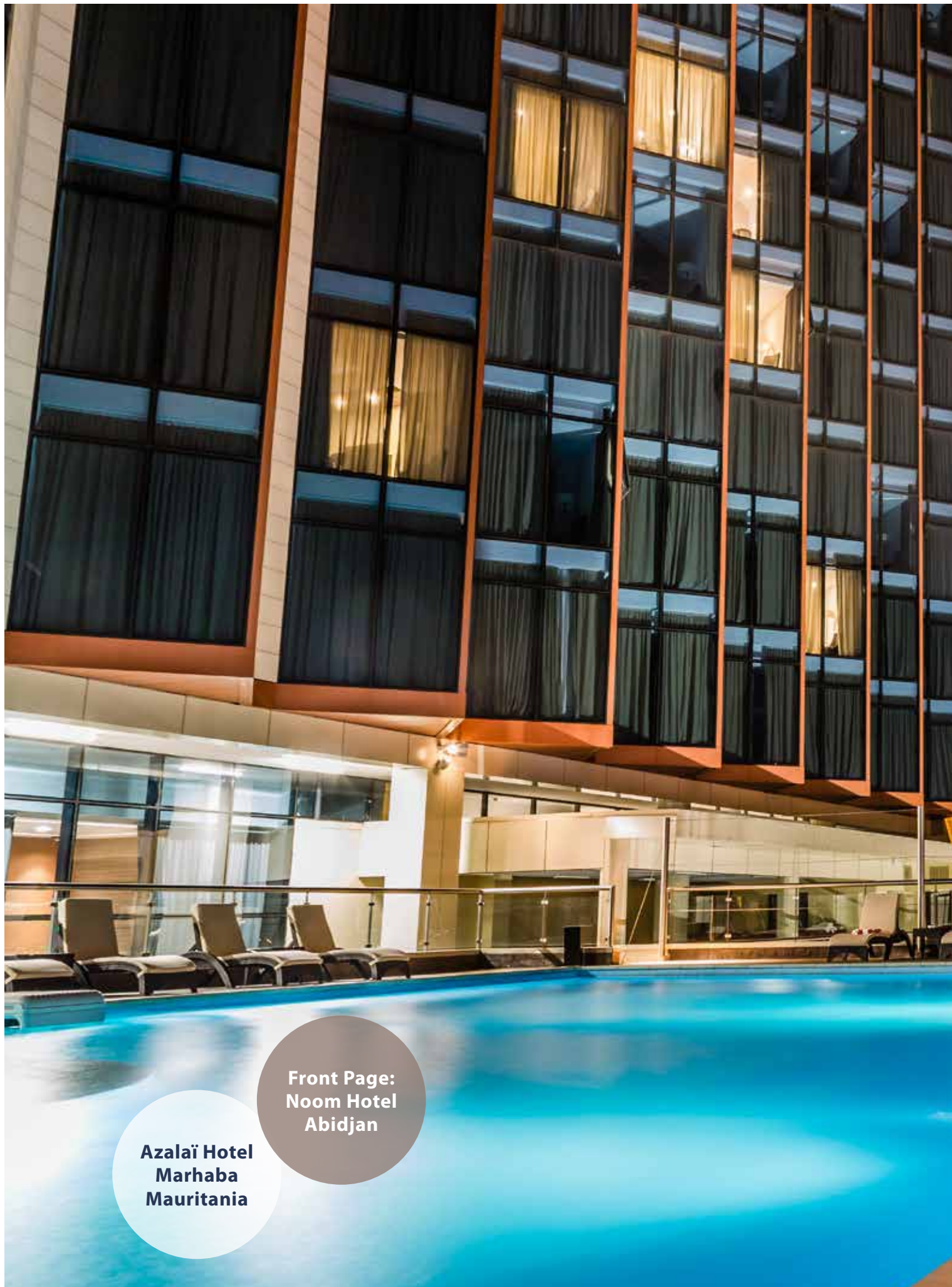


2019

Hotel Chain Development Pipelines in Africa





**Azalai Hotel
Marhaba
Mauritania**

**Front Page:
Noom Hotel
Abidjan**

Foreword

It is with great pleasure that we present the 2019 edition of our annual Hotel Chain Development Pipelines in Africa. This is our 11th year of reporting, documenting each year the development activity of the hotel chains in Africa. Although this year's figures are slightly down on 2018, the growth of the chains' presence and pipeline in Africa has generally been a positive story, and we are proud to be closely involved with it – in addition to the research work carried out for this report, we have provided professional advice to several of the projects that are included in the data.

For more than a decade we have been quantifying the hotel development activity in Africa at country, regional and city levels, and our detailed analyses provide useful information for investors, governments, hospitality and real estate professionals, students and other interested parties.

This 11th edition of our annual survey has a record 43 international and regional contributors, reporting pipeline activity of just over 75,000 rooms in 401 hotels. That's a 1.5 per cent decrease on the 2018 pipeline, but still more than 12 per cent ahead of 2017. And whilst the pipeline numbers are hugely important in terms of future income for the chains, one must also look at the realisation of the deals; almost 100 hotels opened in Africa in 2017 and 2018, with a total of 16,000 rooms.

110 deals with 18,655 rooms were signed since the beginning of 2018 to now, up on the 2017 total of 94 deals (14,606 rooms). Development activity continues to be mainly in city centres, which account for almost 80 per cent of the deals in the pipeline and 72 per cent of the rooms – there are some very large resorts which account for the difference.

This year, Marriott again leads the hotel chain development pipeline in terms of number of rooms and number of hotels. But as well as the global giants, we have also been able to include more African hotel chains as contributors this year, and are especially pleased to welcome those contributing to our report for the first time such as Urban.

Accor grabbed the headlines (again!) in 2018 with the announcement that they are, together with Katara Hospitality from Qatar, creating the Kasada Capital investment fund with a targeted investment capacity of over US\$1 billion for the hospitality sector in sub-Saharan Africa. Accor are committing US\$150 million to the equity of the fund, which is targeting around 40 hotels with 9,000 rooms with greenfield projects, brownfield projects and conversions of existing hotels through acquisitions in its sights. Sébastien Bazin, Chairman and Chief Executive Officer of Accor said at the launch "Having been present for over 40 years in Africa, we also know that there are increasing and sizeable needs for quality hospitality. Through this fund, we will accelerate our dynamic growth trajectory in the sub-Saharan region. Above all, by this initiative we demonstrate our shared intention to support sustainable development over the long-term on this continent".

Accor have a history of using their balance sheet to expand in Africa, which is a major factor in their potential future leadership position, overtaking Marriott with the largest number of rooms.

Our annual report on hotel development activity in Africa has become acknowledged as the most authoritative source on the growth of the hotel industry in Africa. We are delighted to have the continuing opportunity to be closely involved in the African hotel success story.

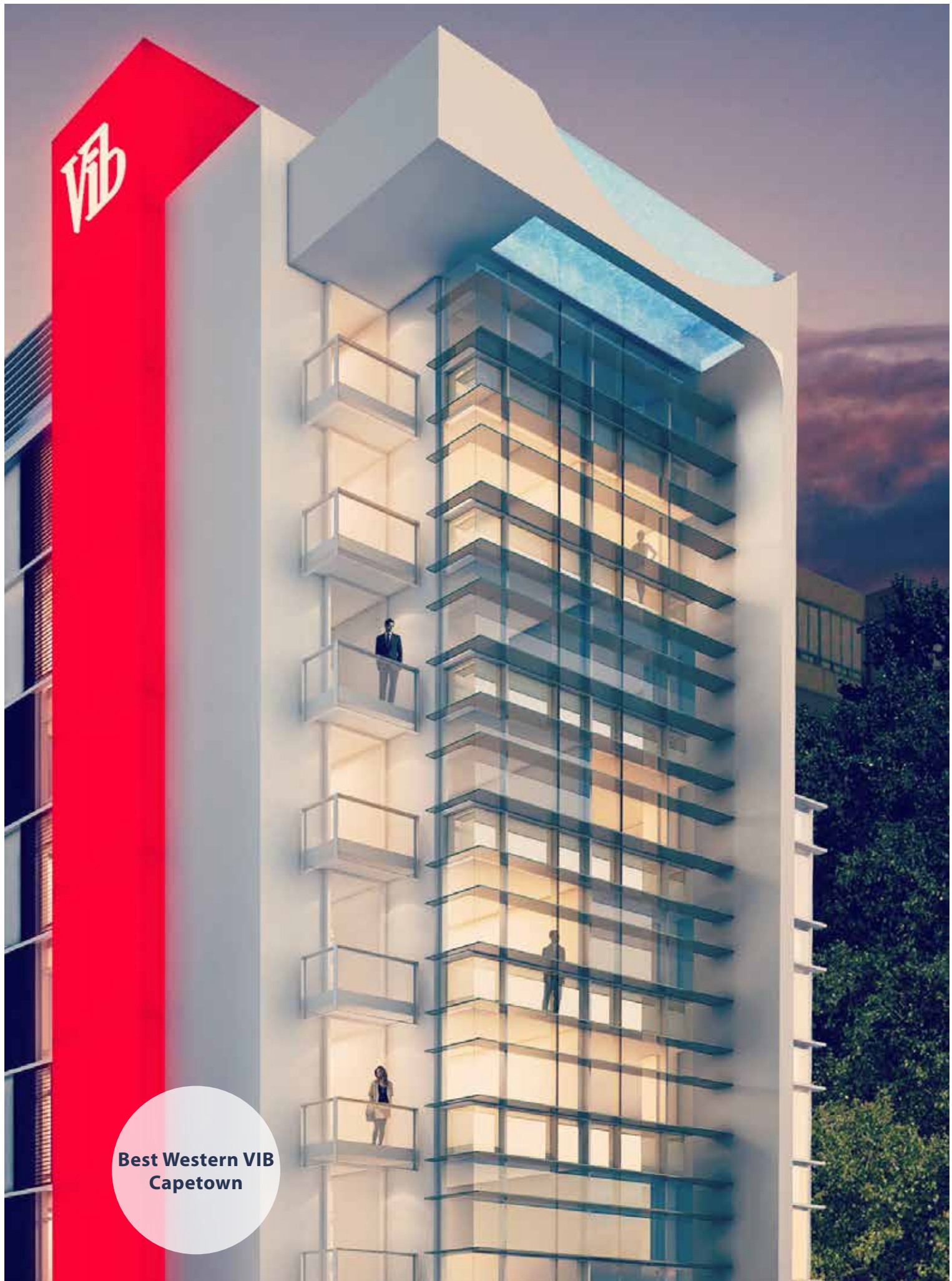
We are extremely grateful to the hotel chains who contributed to our report this year, both those stalwarts who provide their data every year, and those new to the survey in 2019. A full list of the contributors to this report is provided in Appendix 1.

Should you have any comments and questions on the report, then please do get in touch.

Trevor J Ward

Managing Director, W Hospitality Group, Lagos, Nigeria

April 2019



**Best Western VIB
Capetown**

Foreword from Bench Events

Each year W Hospitality Group produces this excellent publication, providing the industry with insight into the pipeline activity of the main hotel players in Africa. It is only through such knowledge and transparency that participants in the industry can execute their strategic plans for growth. With huge growth in the number of deals signed by the chains, Africa is today on the agenda of virtually every major hotel company.

Several chains have recognised that, to develop in Africa, you have to be in Africa, and it is of note that the top four hotel chains in terms of rooms, i.e. Marriott, Hilton, Accor and Radisson, which represent almost 70 per cent of the total pipeline, all have development offices on the continent, and are growing their local resource base.

Although the total 2019 pipeline (rooms and hotels) is slightly down on 2018, the fact that 16,000 new rooms opened in the last two years is testament to the fact that the opportunities are certainly present in Africa and that investors still have confidence in the continent.

Bench Events is the organiser of the Africa Hotel Investment Forum (AHIF), and the pipeline report, with the detailed findings, is always one of the featured sessions at AHIF, with Trevor Ward presenting the results of his company's research. These findings provide a solid background to some of the debates that follow, as the chains and investors discuss their plans for Africa. AHIF is attended by the highest calibre international hotel investors of any conference in Africa. It connects business leaders from the international and regional markets, driving investment into tourism projects, infrastructure and hotel development across the continent.

AHIF in 2019 will be held at the Sheraton Addis Ababa from 23rd to 25th September. We are delighted to be returning to Ethiopia, where a number of developments, including new hotels and the new airport terminal, have come to fruition. The event will feature a combination of keynote plenary sessions with CEO's of the industry, in-depth round table discussions, a showcase exhibition featuring the key players in the industry and a number of networking activities and receptions, facilitating new partnerships.

For more information on AHIF 2019 and to register as a delegate, visit www.AHIF.com.

About Bench Events

Bench Events delivers outstanding conferences for the hospitality industry - for delegates to learn, to network and to do deals – like those deals featured in this report. Our conferences also aim to raise awareness for our industry as a leading contributor to economic growth, employment and prosperity in Africa.

Jonathan Worsley

Chairman, Bench Events

www.benchevents.com

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Our report covers the 54 countries in Africa, including North Africa (Morocco, Algeria, Tunisia, Libya and Egypt), sub-Saharan Africa and the Indian Ocean islands (Seychelles, Mauritius, Comoros and Madagascar), and provides consistent, reliable and comparable data on the development pipeline activity of the hotel chains who are operating in Africa, and those who are seeking to enter the continent for the first time.

This report has been compiled from the data on signed deals provided to us in early 2019 by 43 regional (African) and international hotel chains. To be included in this report, Africa-based chains need to operate in (or planning on expanding into) more than one country on the continent, and the international chains in more than one country globally. We do not, therefore, include hotel chains which are domestic, i.e. operate in only one African country. In addition, the deals need to be legally-binding management, franchise or other agreements (some of the chains are owner-operators) which state the intention of the parties to open a hotel at a date in the future. Deals at the stage of an MOU, which are “hoped-for” (whether or not they are under construction), are not included.

43
Chains

The data has been analysed in several ways, including by region, by country, by city, by hotel chain and by brand. This provides several permutations with which to understand the pipeline activity in Africa. The status of each project has been assessed, differentiating hotels that are in the pre-planning stage (i.e. still on paper) from those that are on-site, in the construction phase. “In construction” is a phrase that needs some explanation, however – it means that work has started on site, but there are several projects where work has been suspended for some time (in a few cases for several years). Whether or not they will ever materialise is a moot point, but they remain as deals in the chains’ pipelines.

54
Countries

This year we have a record 43 contributors, despite “losing” some companies as a result of mergers, such as Accor’s purchase of Mövenpick – we were able to “save” the brands via their new owners. Appendices 1, 3 and 4 list all the hotel chains, and their brands, that participated in our survey this year, and details of their individual development activity in Africa.

If you would like to participate in our survey, and meet the criteria stated above, then please do get in touch.



**Dusit D2
Nairobi**

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2019 Research Findings

Section 1: Regional Summary

This year 43 hotel chains contributed to our survey, reporting pipeline activity of 75,155 rooms in 401 hotels.

75,155
rooms

401
hotels

The data have been analysed initially (see Table 1) according to two main regions, i.e. North Africa (5 countries) and sub-Saharan Africa (49 countries, including the Indian Ocean islands). Whilst the pipeline in North Africa in 2019 is up 2.3 per cent on 2018 (measured by rooms, not hotels), in sub-Saharan Africa the total is down 3.8 per cent, around 2,000 fewer rooms.

The vast majority of this is due to the chains “cleaning” their pipeline, deleting deals that they believe are not going to happen.

Table 1: Hotel Chain Development Pipelines in Africa 2019
Regional Summary

	2015		2016		2017		2018		2019	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
North Africa	79	18,565	87	19,971	107	23,836	120	28,643	125	29,294
Sub-Saharan Africa	191	31,150	227	39,416	262	43,113	298	47,679	276	45,861
TOTAL	270	49,715	314	59,387	369	66,949	418	76,322	401	75,155

We calculate that over 12,000 rooms in 74 hotels have been deleted – deals that were there in 2018, but are no longer there in the 2019 data, and which have not opened in the interim. 65 per cent of these are in sub-Saharan Africa, and the remainder in North Africa. Simplistically, and not taking into account openings during the period, there has been a net increase of almost 11,000 rooms in the pipeline, 17 per cent up on 2018.

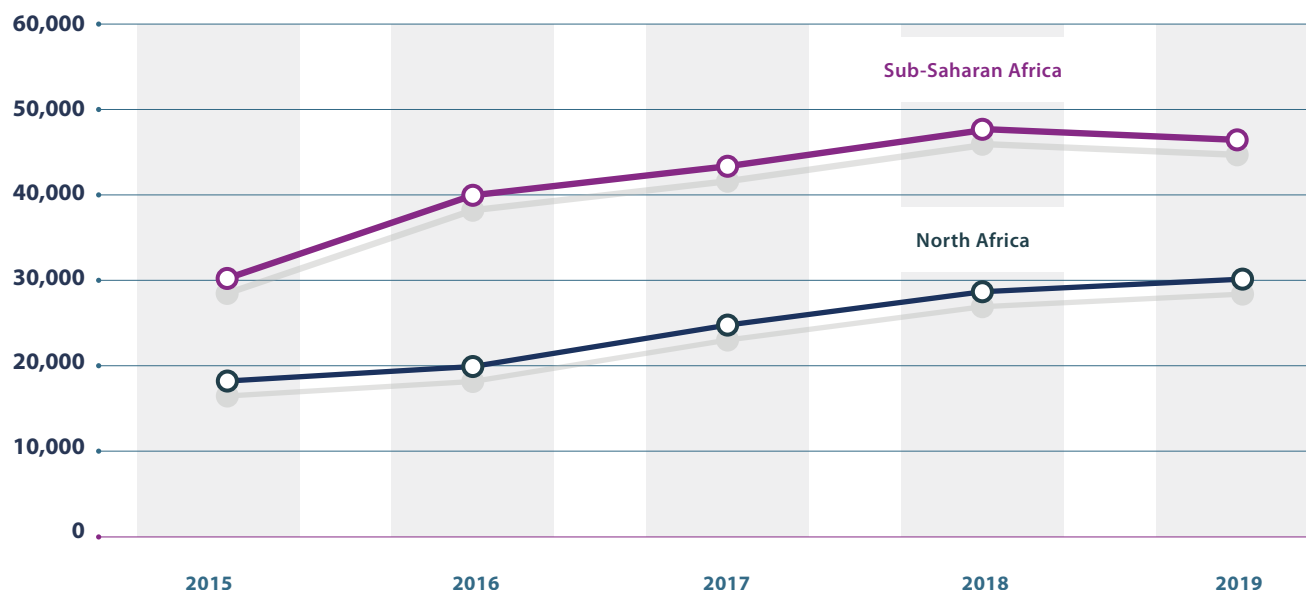
Whilst the 2019 total is slightly down, there has been growth of 51 per cent in the total pipeline rooms since 2015, and in those five years the North Africa pipeline has grown by 58 per cent and the pipeline in sub-Saharan Africa by 47 per cent.

“**Africa is
a great place
to do business!**”

Hans Kennedie,
President and CEO, Swiss International.

Chart 1 provides a graphical representation of the planned rooms in North Africa and sub-Saharan Africa.

Chart 1: Hotel Chain Development Pipelines in Africa 2019
Regional Summary



The chains have deals signed in 39 countries in Africa as shown in Table 2. West Africa and the Southern & Indian Ocean sub-regions both have 12 countries with pipeline development activity. Central Africa continues to lag, with deals in only three of the eight countries in the sub-region having any deal activity.

Table 2: Hotel Chain Development Pipelines in Africa 2019
Countries in the Pipeline by Sub-Region

North	Southern and Indian Ocean	West	East	Central
Algeria Egypt Libya Morocco Tunisia	Angola Botswana Eswatini Madagascar Malawi Mauritius Mozambique Namibia Seychelles South Africa Zambia Zimbabwe	Benin Republic Cape Verde Côte d'Ivoire Ghana Guinea Liberia Mauritania Niger Nigeria Senegal Sierra Leone Togo	Burundi Ethiopia Kenya Rwanda South Sudan Tanzania Uganda	Cameroon Congo DR Congo

Quantifying this by number of rooms and planned hotels, North Africa has the main pipeline activity with almost 29,300 rooms in its pipeline, a large proportion in Egypt, where a stunning 16 deals with 4,500 rooms were signed in 2018 alone, of which 10 hotels (2,700 rooms) are in Cairo. This is followed by West Africa with 21,455 rooms, of which 7,900 are in Nigeria, and East Africa with about 13,590 pipeline rooms, of which 6,180 are in Ethiopia and 4,230 in Kenya.

15 countries in Africa have no pipeline hotels reported, although there are reasons to expect that to change in the future. Djibouti has an incredibly strategic location on the Horn of Africa, and serves as the main port for Ethiopia, plus in recent years it has increased in importance as a military base, with China recently establishing a presence there. The government is in the process of developing Africa's largest Free Trade Zone, and is promoting investment in hotels and resorts in the country.

Relationships between Eritrea and Ethiopia have improved immensely, and although progress other than diplomatic to and fro is slow, we are positive about the prospects for Eritrea in the future, for both leisure and business tourism.

Table 3: Hotel Chain Development Pipelines in Africa 2019 Countries with no Pipeline			
Southern and Indian Ocean	West	East	Central
Comoros Islands Lesotho	Burkina Faso Guinea Bissau Mali The Gambia	Djibouti Eritrea Somalia Sudan	Chad Central African Republic Gabon Equatorial Guinea São Tomé and Príncipe

Chart 2 provides our analysis of the distribution of pipeline rooms in sub-Saharan Africa. West Africa is, as ever, the largest region, with 47 per cent of the pipeline.

**Chart 2: Hotel Chain Development Pipelines in Africa 2019
Sub-Saharan Africa Sub-Regional Breakdown (Rooms)**

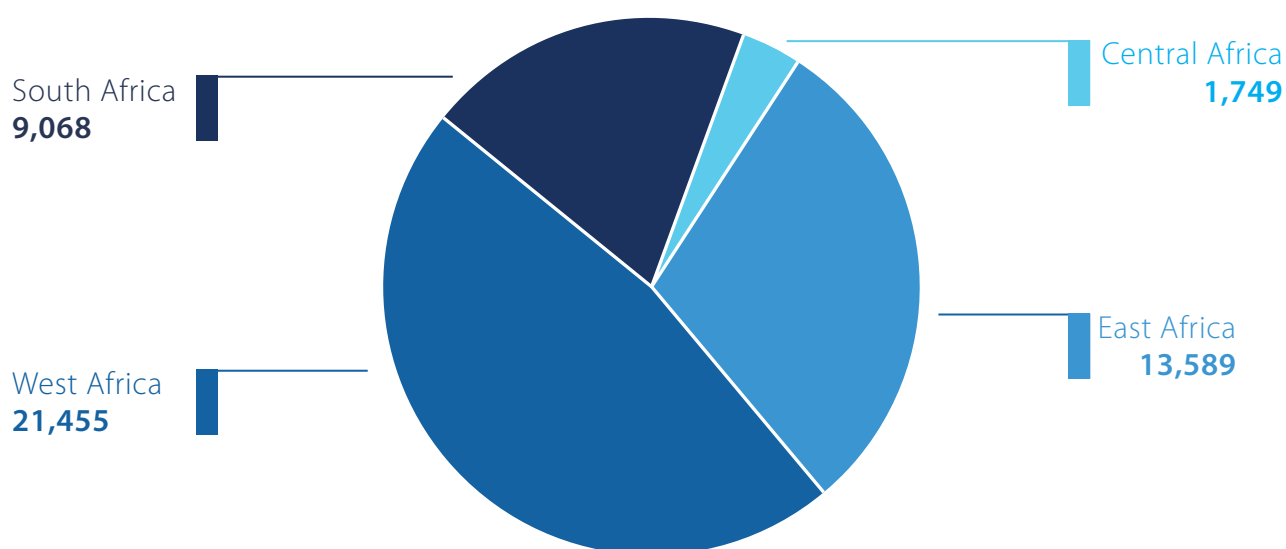


Table 4 shows the top 10 countries by number of rooms in the pipeline. Together, they account for 69 per cent of the total hotels in the survey, and 74 per cent of the rooms:

Table 4: Hotel Chain Development Pipelines in Africa 2019 Top 10 Countries by Number of Rooms				
		Hotels	Rooms	Average Size
1	Egypt	51	15,158	297
2	Nigeria	49	7,940	162
3	Morocco	36	6,395	178
4	Ethiopia	34	6,184	182
5	Kenya	27	4,232	157
6	Algeria	19	4,147	218
7	Cape Verde	11	3,479	316
8	Senegal	17	2,829	166
9	Tunisia	16	2,768	173
10	South Africa	18	2,574	143

Egypt has by far the largest number of rooms in the pipeline this year, almost double the number in Nigeria, which is in second place. Over 2,000 new rooms were signed in Egypt in 2017, and a further 4,500 in 2018, of which 1,850 were signed by Radisson. Accor has no fewer than 16 deals with 6,363 hotels in Egypt, boosted by new brands from its acquisitions including Mövenpick and Fairmont. South Africa has a smaller pipeline than in 2018, down from 37 hotels with 4,300 rooms, but has one of the highest number of “deletions”, 19 hotels with almost 2,300 rooms, half of which were by two regional chains.

The pipeline in Nigeria has fallen by 17 per cent compared with 2018, with a few openings, including Hilton’s first Curio Hotel in Africa, but due predominantly to a “cleaning out” of 11 deals with 2,100 rooms from the pipeline.

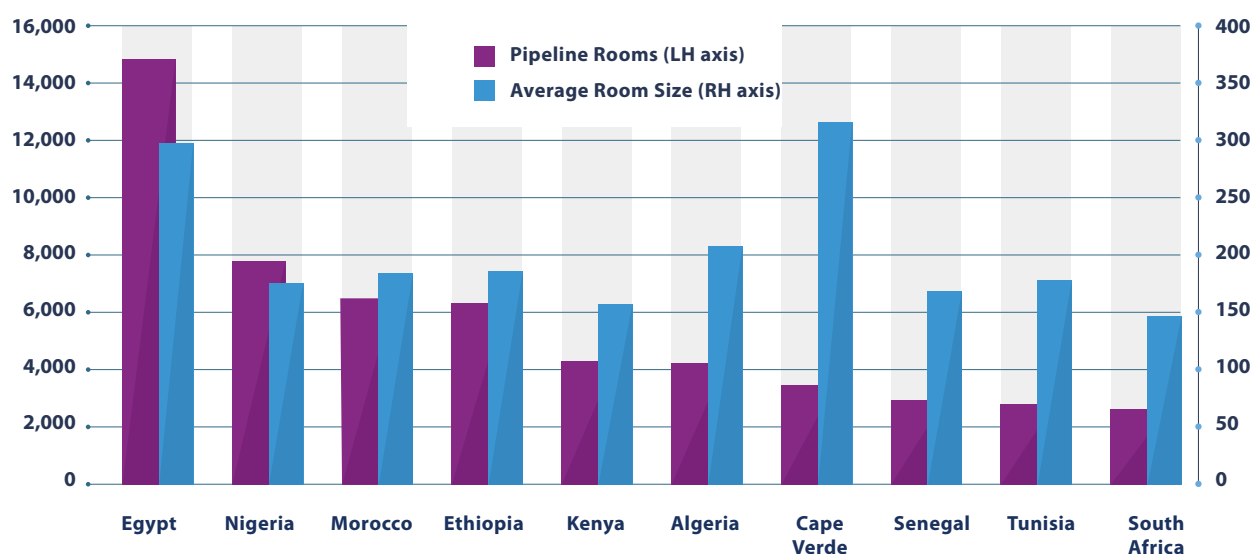
Ethiopia, in fourth place, has seen another increase in pipeline deals, up from 31 hotels in 2018, signed both by international chains such as Accor and Hilton, as well as regional chains such as aha and Latitude. Best Western and IHG each signed two hotels in 2018. As reported below, the majority of these deals (27 hotels and 84 per cent of total rooms) are in Addis Ababa and join a multitude of half-built unbranded hotels, leading to fears of oversupply – if they all go ahead, which is doubtful.

As in 2018, four of the five North African countries are in the top 10 by number of planned rooms, with Morocco, in third place, recording an increase of 17.2 per cent on 2018, and an amazing 14 deals with 2,423 rooms signed in 2018. These include Onomo’s portfolio deal with Cantor Hotel Group (six hotels with 740 rooms) and Six Senses’ first deals in Africa, as they develop a chain of Kasbahs. Unsurprisingly, there are no new deals being signed in Libya, and some previous deals there have been cancelled.

**4 of 5
North African
Countries**
are in the top 10 by
number of planned
rooms

Chart 3 shows the top 10 countries by number of planned rooms and their average size. Cape Verde and Egypt have much larger hotels on average, the majority of which are vacation resorts.

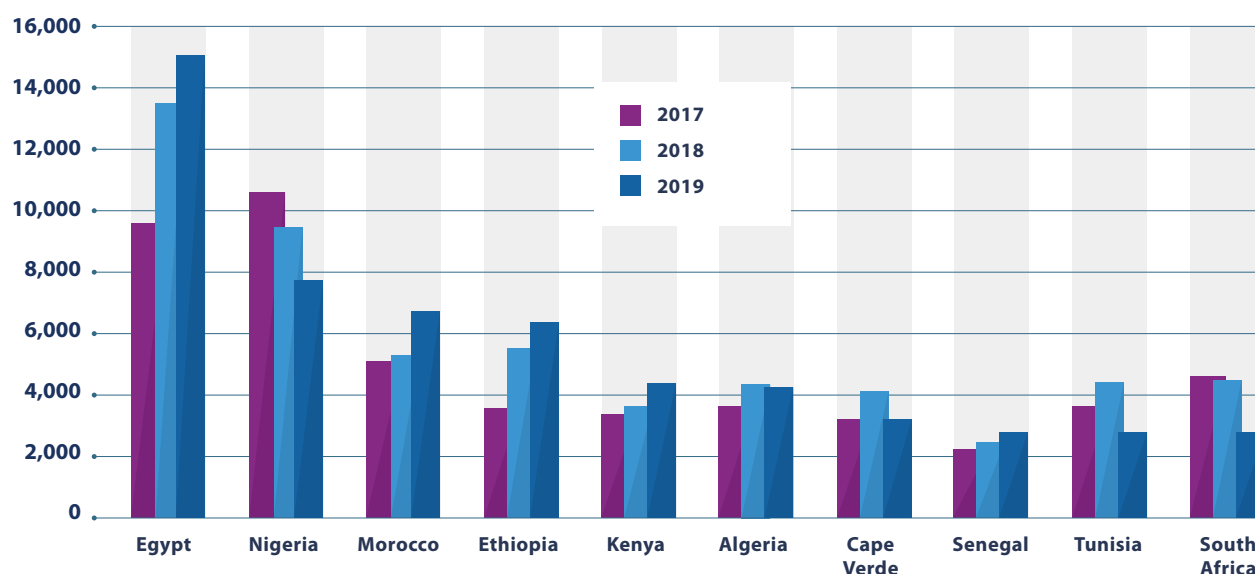
Chart 3: Hotel Chain Development Pipelines in Africa 2019
Top 10 Countries by Number of Planned Rooms and Average Size



Of the top 10 in terms of size, all but two (one in Cape Verde and one in Algeria) are in Egypt, in Cairo and in the coastal resorts. The average size of the top 10 hotels is 620 rooms, and the largest, the Melia White Sands in Boa Vista (Cape Verde), has 835 rooms!

Chart 4 tracks the development activity in the top 10 countries since 2017. Nigeria and Algeria have a slight decrease in the number of rooms in the pipeline, due in part to completed projects in Algeria, and some deleted projects in Nigeria.

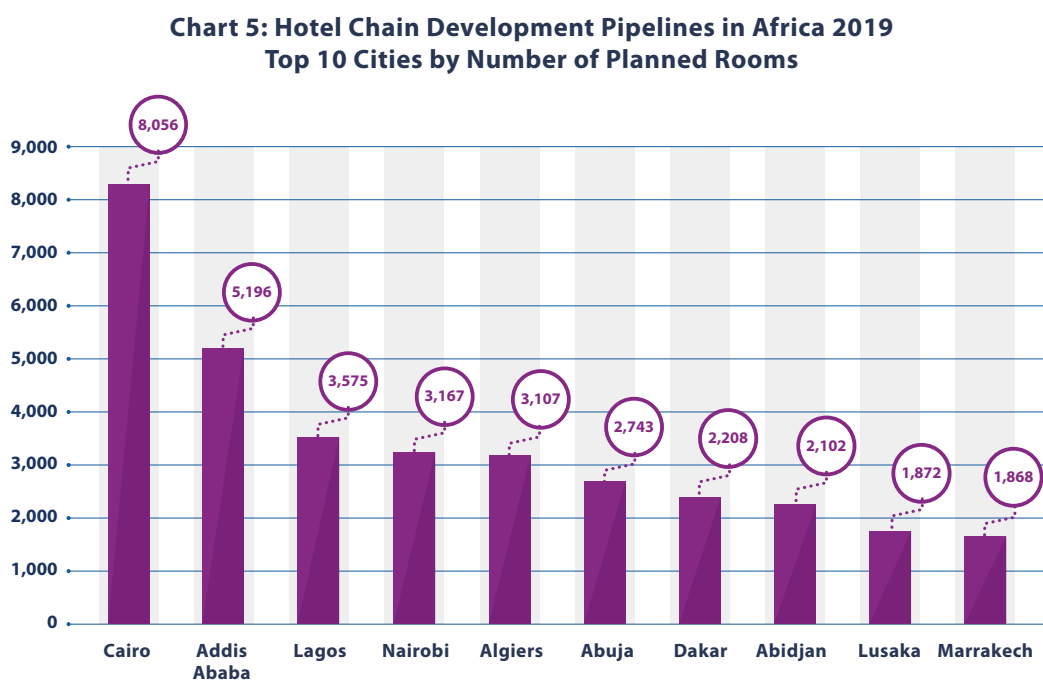
Chart 4: Hotel Chain Development Pipelines in Africa 2019
Top 10 Countries by Number of Rooms 2017-2019



The significant increase in the pipeline in Egypt is clear.

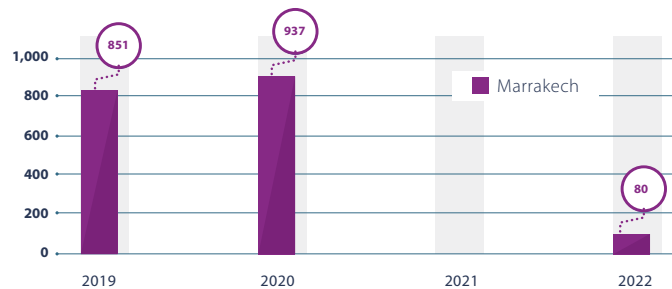
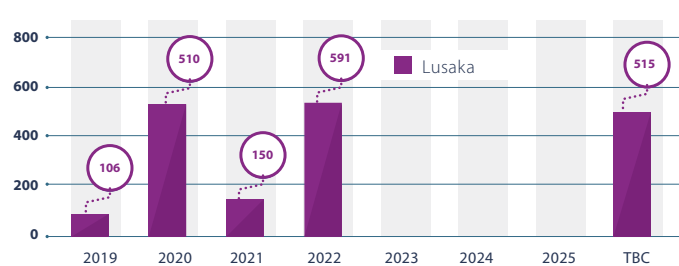
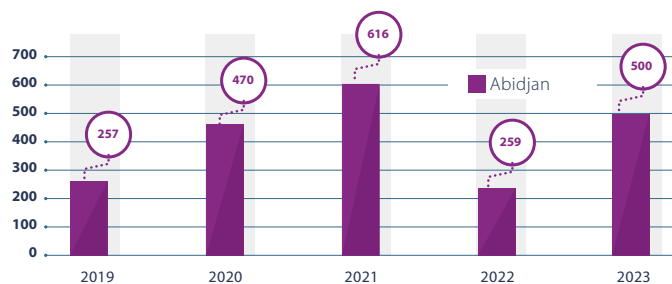
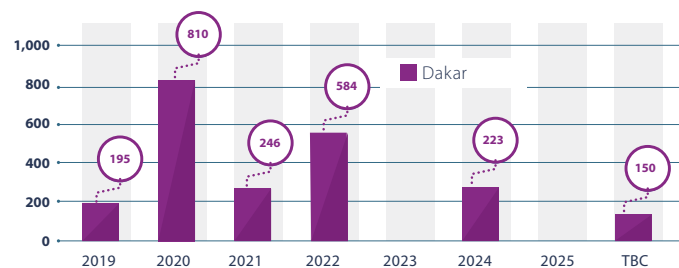
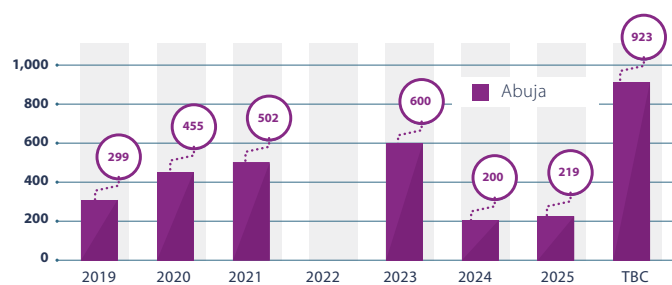
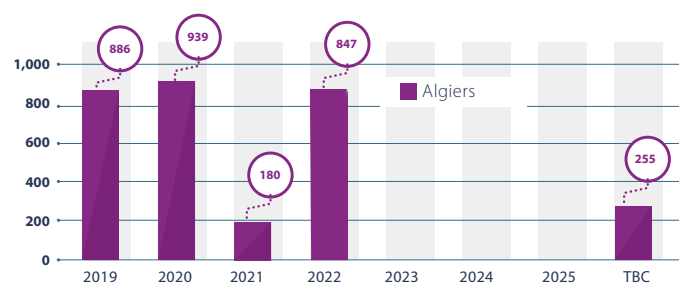
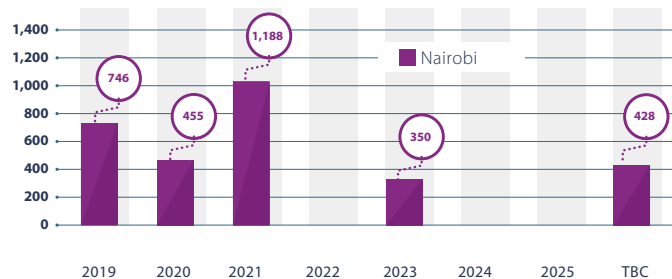
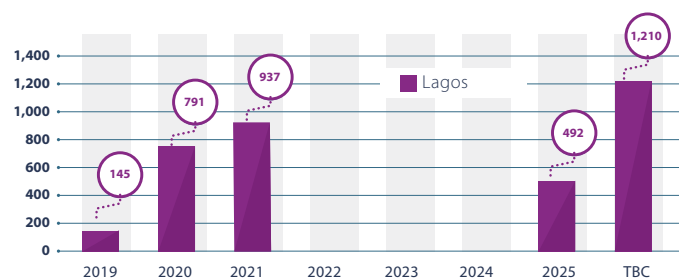
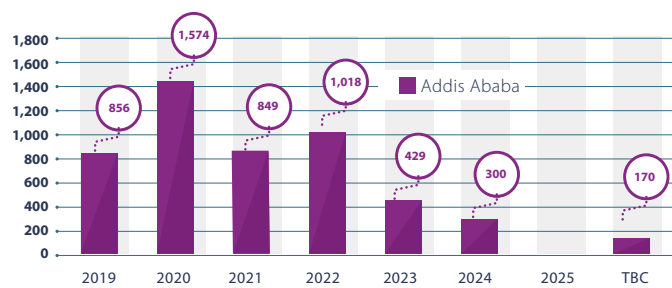
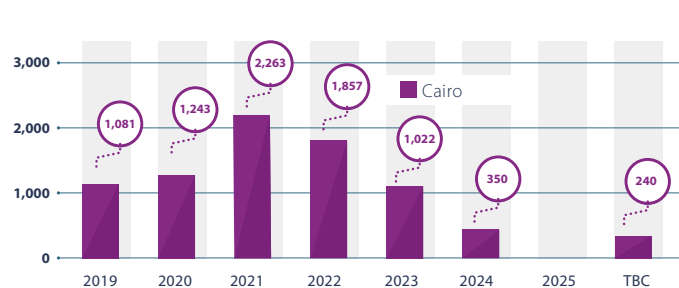
Appendix 2 provides country by country information on the chains' development activity.

Chart 5 shows the top 10 cities in Africa by number of planned rooms.



Cairo and Addis Ababa have by far the largest pipelines, followed by Lagos, the leader for several previous years. Lusaka and Marrakech are new entrants into this year's top 10. The charts overleaf show the future evolution of new supply entering these markets, as anticipated by the chains:

Chart 6: Hotel Chain Development Pipelines in Africa 2019
Anticipated Additions to Supply (Rooms)



There's a large number of rooms in the "to be confirmed" (TBC) category, particularly in Lagos, Abuja and Lusaka. Most are not under construction, and we reckon that TBC really means "we don't know" (WDK)! We haven't seen such a large volume of uncertainty before, and in fact there are some deals for which opening dates have been put 10 or more years away, so they should also be included as WDK.

The size of the pipeline in cities like Addis Ababa and Nairobi gives cause for concern. Simple arithmetic shows that the average city in the top 10 needs an additional 321,654 hotel arrivals to achieve 65 per cent occupancy (assuming an average length of stay of 2.5 nights). That's about 95,000 more arrivals per 1,000 rooms added to the present stock.

If it all happens, which it won't.

As noted, several of the chains have "cleaned" their pipelines since last year, some quite ruthlessly, with 74 hotels and 12,080 rooms "scrubbed". These projects might still go ahead, with another brand or unbranded, or they might be cancelled altogether. In Nigeria, some of these projects are half built and abandoned, with no work on site for several years - a terrible waste. We comment in Section 3 on the ratio of planned openings vs actual openings which, on top of these deletions, also reveals an awful lot of delays in the system.

Nairobi saw a tragic terrorist attack in early 2019, on the DusitD2 Hotel. Many people died, and we condole with those affected. The hotel is to reopen in June 2019, and it is to be hoped that the effect on the hotel industry will be temporary.



**Yaas Hôtel
Dakar**



**Legend Hotel
Lagos Airport,
Curio Collection
by Hilton**

Section 2: Hotel Chains and Their Brands

In this section we present our analysis of the activity of the individual hotel chains and their brands. Table 5 shows the top 10 brands by number of planned hotels and by number of rooms.

**Table 5: Hotel Chain Development Pipelines in Africa 2019
Top 10 Brands by Number of Planned Hotels and Rooms**

Rank by Hotels				Rank by Rooms				Change on 2018	Average Size Rooms
		Hotels	Rooms			Hotels	Rooms		
1	Radisson Blu	27	5,539	1	Hilton	26	6,483	-3%	249
2	Hilton	26	6,483	2	Radisson Blu	27	5,539	1%	205
3=	Hilton Garden Inn	15	2,485	3	Marriott	15	3,176	-8%	212
3=	Marriott	15	3,176	4	Mövenpick	12	3,031	97%	253
5=	Mövenpick	12	3,031	5	Fairmont	7	2,707	-9%	387
5=	Park Inn by Radisson	12	1,639	6	HGI	15	2,485	-12%	166
7	DoubleTree by Hilton	10	1,897	7	JW Marriott	7	2,119	29%	303
8=	Four Points by Sheraton	8	1,627	8	Meliá Hotels & Resorts	7	2,106	9%	301
8=	Mantis	8	364	9	Swissôtel	4	1,961	0%	490
8=	Onomo	8	1,103	10	DoubleTree by Hilton	10	1,897	25%	190

As last year, Hilton tops the list of brands ranked by number of rooms (this is only hotels branded as Hilton, and doesn't include the other brands in the Hilton chain such as Hilton Garden Inn, which is shown separately).

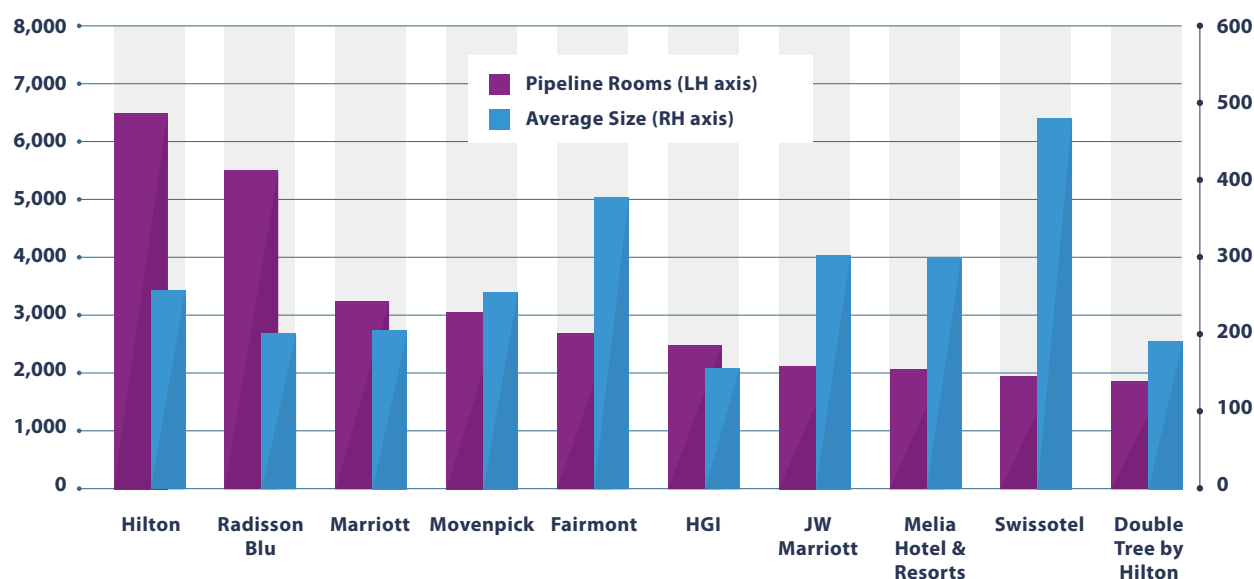
“ We are seeing increased momentum in deal activity across the whole continent and across a diverse range of projects. These are providing real opportunities for our clearly segmented portfolio of brands covering the brand spectrum from luxury to economy. New signings include Hilton Monrovia, the first signed deal in Liberia and new openings include the launch of the Curio brand on the continent with the opening of The Legend Hotel Lagos Airport ”

Mike Collini,
Vice President Development, Sub-Saharan Africa, Hilton.

Radisson Blu and Hilton have vied for the top slot for years, but Hilton has “bigger boxes”, and wins again in 2019 despite one fewer hotel. Marriott (the brand) has much smaller hotels, and the group has a plethora of brands, which puts it on top in terms of the chain as a whole (see Table 6).

Swissôtel (an Accor brand) has by far the largest hotels, with an average of 490 rooms, followed by Fairmont (also Accor) with 387 rooms, and JW Marriott, a new entrant to the top 10, with 303 rooms.

Chart 6: Hotel Chain Development Pipelines in Africa 2019
Top 10 Brands by Number of Planned Rooms & Average Size



Both Accor and Hilton have three brands in the top 10 (Accor's all from its recent acquisitions), whilst Marriott has two.

We are seeing many more extended-stay brands in the pipeline, this year with 21 hotels and 3,560 rooms, up 30 per cent on 2018. Brands include Ascott, Somerset, Executive Residency by Best Western, Hyatt House and Marriott's Residence Inn and Element.

“Africa is evolving towards a sophisticated hospitality market. 2019 looks very promising....”

Hafid Mirabti.

Director of Business Development, Middle East & Africa, Ascott International.

The previous analysis is by individual brands (further detail regarding each brand is provided in Appendix 3). Several of the chains have more than one brand which they are seeking to expand or establish in Africa – Marriott have signed deals for 18 different brands (out of the total of 30 in their portfolio), and Accor for 14 (current total 31, maybe more by the time you read this!).

Table 6 shows the top 10 chains by number of planned rooms in Africa.

Table 6: Hotel Chain Development Pipelines in Africa 2019 Top 10 Chains by Number of Planned Hotels					
Rank by Rooms					
		Hotels	Rooms	Change on 2018	Average Size
1	Marriott International	81	16,905	-4.5%	209
2	Accor	57	13,543	34.6%	238
3	Hilton	55	11,209	-2.8%	204
4	Radisson Hotel Group	47	8,974	14.1%	191
5	Meliá Hotels & Resorts	8	2,317	19.7%	290
6	Rotana Hotels	9	2,058	59.8%	229
7	InterContinental Hotels Group	10	1,904	0.7%	190
8	Mangalis Hotel Group	15	1,781	2.0%	119
9	Best Western Hotels & Resorts	18	1,613	-4.9%	90
10	Hyatt International	8	1,507	-14.8%	188

Marriott, the world's largest hotel chain, has far and away the biggest pipeline in Africa, 42 per cent more hotels and 25 per cent more rooms than second-placed Accor. Best Western is one of the global giants, and by number of hotels would be ranked fifth, but the relatively small size of their deals means they make it into the top 10 by number of rooms, coming at ninth place.

Seven of the top 10, that is Marriott, Accor, Hilton, Radisson, Mangalis, Best Western and Hyatt, have development offices in Africa, recognising that they need to be on the ground to deliver deals – and their presence is clearly doing that.

Abu Dhabi-based Rotana is new to the top 10, signing five deals in 2018, and a 60 per cent increase in pipeline rooms.

In absolute terms, however, Accor beats the pack, with a net increase of 3,400 rooms, signed in 2018. Hilton and Marriott signed around 2,000 and 3,600 rooms respectively, but saw a net reduction in their pipelines, due to openings and to “cleaning”.

Mangalis is the only African chain in the top 10. Launched in 2011, they now have three hotels operating, three more due to open in 2019, and a pipeline of 15 hotels, all but one in Francophone West Africa.

While we found 2018 slightly slower than previous years, we are comfortable with the hotels that did sign with Best Western Hotels & Resorts over the course of the year and look forward to continued growth opportunities with our new brand options

Karl de Lacy,
Director International Hotel Services at Best Western Hotels & Resorts.

We are very excited about 2019 and we have expanded our development team and we are working towards setting up an office in South Africa. Our focus areas include expanding our presence in West and Southern Africa. We continue to have a positive outlook about the prospects of growth in the continent

Tejas Shah, Regional Vice President
Development, Sub-Saharan Africa, Hyatt International.

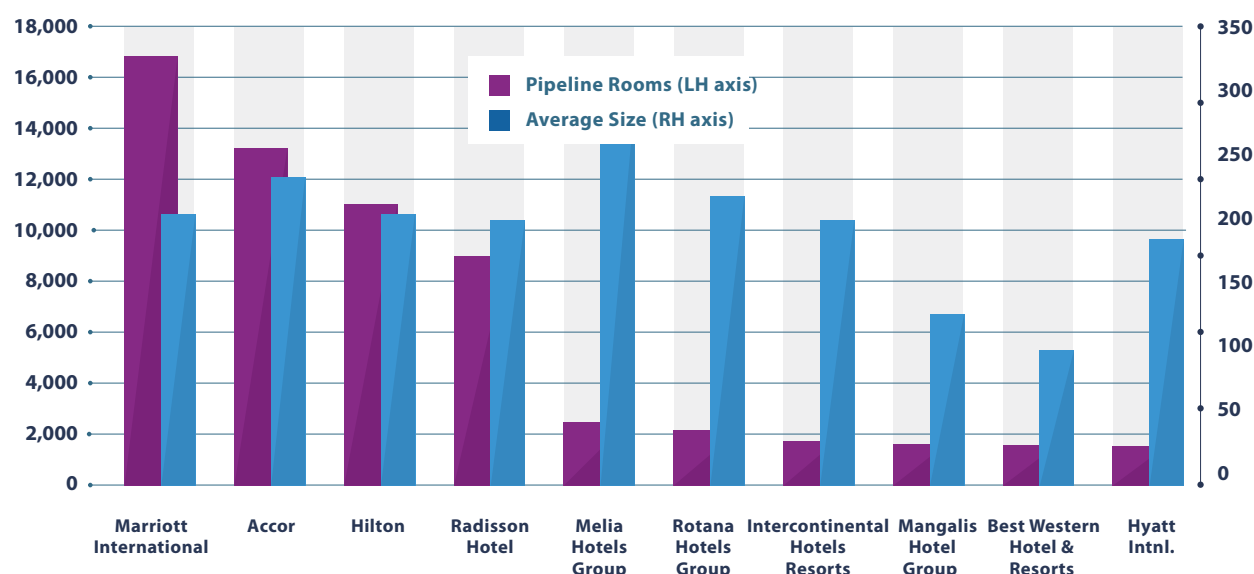
We were very active in 2018 across Africa – in some ways, we were more active than in 2017. Seems the overall mood across the continent was positive and the appetite to develop hotels is back. Rotana was approached by many developers and we also managed to reach out successfully to other developers in 2018

Makram El Zyr,
Corporate Vice President – Development at Rotana

2018 was “better than previous years but still a bit limited to our core markets, Ivory Coast and Senegal

Charlotte Specht,
Group Business Development Director, Mangalis.

Chart 7: Hotel Chain Development Pipelines in Africa 2019
Top 10 Chains by Number of Planned Rooms & Average Size



Further detail regarding each hotel chain is provided in Appendix 4.

Where are the chains pitching their development activity? Table 7 analyses the total pipeline by chain scale (as provided by STR, but note that there are some discrepancies regarding how hotel brands in Africa are categorised, compared to the market perception of those brands):

Table 7: Hotel Chain Development Pipelines in Africa 2019
2019: Top 5 Chains by Number of Planned Rooms

	Hotels	Rooms		Brands per Scale
Economy	6	594	0.8%	2
Midscale	30	4,438	5.9%	11
Upper Midscale	65	8,339	11.1%	24
Upscale	114	21,056	28.0%	34
Upper Upscale	133	30,647	40.8%	29
Luxury	53	10,081	13.4%	17
TOTAL	401	75,155	100.0%	117

Almost 70 per cent of the pipeline is in the Upscale and Upper Upscale chain scales, with only 6.7 per cent in Economy and Midscale. This is up on last year, when 5.6 per cent were in those chain scales, but still not a great amount. We remain convinced of the opportunities for the expansion of economy and midscale brands, positioned to cater for the rising volume of intra-Africa travel, as well as to growing numbers of domestic travellers. The challenges are the cost of land, and the requirement of the chains to quickly achieve a sufficient number of economy or midscale hotels and rooms to make it worth their while – and in many countries there are neither the locations nor the investors to enable that to happen. We live in hope.

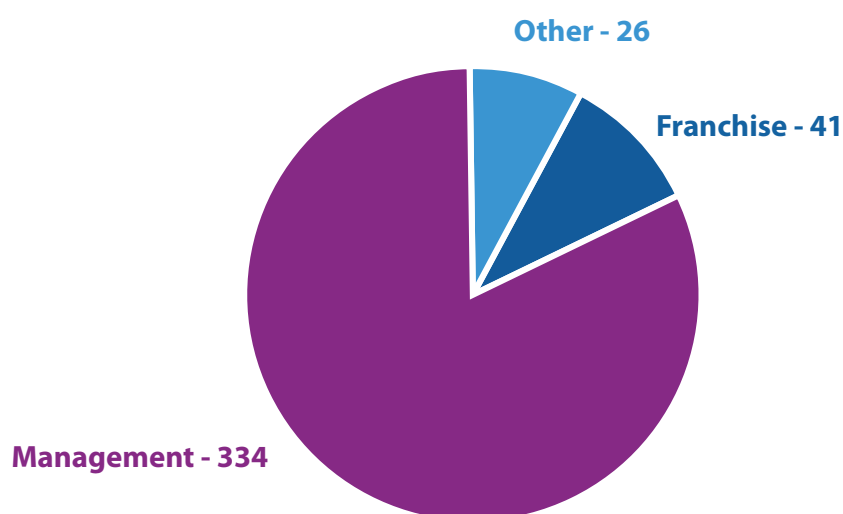
Table 8 details the number of rooms and hotels opened in 2018 by the hotel chains:

Table 8: Hotel Chain Development Pipelines in Africa 2019		
Hotel Openings 2018		
	Hotels	Rooms
Hilton	7	1,441
Accor	9	1,349
Louvre	10	1,096
Onomo	5	542
Marriott	2	527
Radisson	5	449
Mangalis	2	386
City Lodge	2	319
BW	3	318
Melia	1	171
CityBlue	1	52
Four Seasons	1	40
Kerzner	1	22
TOTAL	48	6,712

Louvre opened the most hotels, 10 properties, followed by Accor with nine hotels. But Hilton comes top in terms of rooms, with their larger hotels. Last year's pipeline totalled 76,322 rooms, so in simple terms the total openings represent around 9 per cent of the total, "simple" because some of the hotels opened may not have been in the pipeline at the beginning of last year – things do happen quickly in Africa sometimes! (well done Radisson)!

Our analysis of the types of agreement signed by the hotel chains (see Chart 8 overleaf) shows that most are still signing management contracts, with no increase in the number of franchise agreements. But there *are* franchise agreements, about 10 per cent of the total, and we are seeing more interest and demand for this type of deal from owners, and a growing willingness on the part of the chains to offer them. The industry is maturing and the brands have greater confidence in partnering with indigenous managers and management companies.

Chart 8: Hotel Chain Development Pipelines in Africa 2019
Type of Agreement - Number of Deals Signed



The 'Other' category includes joint ventures between hotel chains and hotel owners, and owner-operators such as Azalai and City Lodge, as well as a very small number of leases.

An analysis of the chains' pipelines versus their existing presence on the continent (Table9) shows Marriott with the highest potential increase in their existing footprint, measured by the number of rooms in the pipeline. Should all the pipeline rooms materialise (an improbable scenario) and all of the existing rooms stay within the chains' brands, then Accor will have slightly more rooms in operation than Marriott, despite its smaller pipeline, because of its greater existing presence.

“ Accor has made strong statements towards Africa in 2018 and reinforced its leadership with the acquisitions of Mövenpick and a 50 per cent stake in Mantis, the announcement of an investment fund for sub-Saharan Africa and the signing of strategic projects in Accra and Lagos ”

Alexis Janoray,

Head of Development Africa, Accor

Table 9: Hotel Chain Development Pipelines in Africa 2019
Top 10 Chains: Pipeline vs Existing Hotels in Africa

Rank	Company	Pipeline		Existing		Pipeline vs Existing (Rooms)
		Hotels	Rooms	Hotels	Rooms	
1	Marriott International	81	16,905	135	23,154	73.0%
2	Accor	57	13,543	162	27,337	49.5%
3	Hilton	55	11,209	44	12,145	92.3%
4	Radisson Hotel Group	47	8,974	47	9,583	93.6%
5	Meliá Hotels & Resorts	8	2,317	10	2,722	85.1%
6	Rotana Hotels	9	2,058	3	860	239.3%
7	InterContinental Hotels Group	10	1,904	28	6,799	28.0%
8	Mangalis Hotel Group	15	1,781	3	425	419.1%
9	Best Western Hotels & Resorts	18	1,613	22	1,928	83.7%
10	Hyatt International	8	1,507	7	1,518	99.3%
TOTAL		308	61,811	461	86,471	71.5%



**Four Points by
Sheraton
Nairobi Airport**

Section 3: Status of Hotel Development Activity

As well as looking at the overall quantum of the chains' pipelines, in this section we present the status of their hotel development activity in Africa. Table 10 details the status of the deals in North Africa and sub-Saharan Africa, regarding whether construction has started. Just over half of rooms in the African pipeline are currently onsite and under construction.

**Table 10: Hotel Chain Development Pipelines in Africa 2019
SSA vs. North Africa by Pipeline Status**

	Hotels	Rooms		
	Total	Total	Onsite Construction	
North Africa	125	29,294	16,937	49%
Sub-Saharan Africa	276	45,861	22,342	58%
TOTAL	401	75,155	39,279	52%

Table 11 shows the pipeline status of the top 10 countries. Unlike in 2017 when Egypt had 75 per cent of its pipeline rooms under construction, that figure has dropped to 46 per cent, primarily because of the large number of deals that were signed there in 2017 and 2018. Morocco and Algeria have 74 per cent and 75 per cent respectively under construction, with Kenya at 67 per cent, greater progress than in Nigeria and South Africa, both of which are under 50 per cent.

**Table 11: Hotel Chain Development Pipelines in Africa 2019
Top 10 Countries by Pipeline Status**

Rank	Countries	Hotels	Rooms		
			Total	Onsite Construction	
1	Egypt	51	15,158	6,948	46%
2	Morocco	36	6,395	4,738	74%
3	Nigeria	49	7,940	3,787	48%
4	Algeria	19	4,147	3,102	75%
5	Ethiopia	34	6,184	3,075	50%
6	Kenya	27	4,232	2,849	67%
7	Cape Verde	11	3,479	1,983	57%
8	Tunisia	16	2,768	1,479	53%
9	Ghana	9	1,971	1,276	65%
10	South Africa	18	2,474	1,058	43%

Ghana enters the top 10 with 65 per cent of its pipeline rooms under construction, all in Accra, including Accor's 363-room Pullman Hotel in Airport City. South Africa has the smallest number and smallest percentage under construction, all in Durban and Johannesburg.

Table 12 looks at the brands according to pipeline status. Radisson Blu takes top spot, swapping places with Hilton, having a higher number of rooms, and proportion of its pipeline, actually under construction.

Table 12: Hotel Chain Development Pipelines in Africa 2019
Top 10 Brands by Pipeline Status

Rank		Hotels	Rooms		
			Total Pipeline	Onsite Construction	
1	Radisson Blu	27	5,318	3,533	66%
2	Hilton	26	6,483	2,843	44%
3	Meliá Hotels & Resorts	7	2,106	2,106	100%
4	Marriott	15	3,176	1,811	57%
5	Hilton Garden Inn	15	2,485	1,781	72%
6	Fairmont	7	2,707	1,594	59%
7	Swissôtel	4	1,961	1,261	64%
8	Park Inn by Radisson	12	1,639	1,233	75%
9	DoubleTree by Hilton	10	1,897	1,076	57%
10	Onomo	8	1,103	1,014	92%

As a company, Hilton has three brands in the top 10, their core brand Hilton as well as DoubleTree by Hilton and Hilton Garden Inn, with the former helped by the Hilton Africa Growth Initiative, which was announced in 2017, under which there is US\$50 million available primarily for the conversion of existing hotels to the DoubleTree brand (and others).

Getting to the onsite construction phase means that the deals are in a more advanced stage than those which are “on paper”, and are more likely to represent hotels that will actually open – but note that starting construction does not mean that they ever will happen.

All of Onomo’s new hotels are under construction (the project in pre-planning is an extension of their Abidjan hotel), and this is because their entire pipeline is owned by them, and therefore under their control.

“With a strategic regional focus in place for our development activity, we look to 2019 with increased optimism. In addition to our entry into Botswana with the recent opening of the Hilton Garden Inn Gaborone, we shall open hotels in the new markets of Uganda, e-Swatini and Rwanda this year”

Mike Collini, Vice President
*Development, Sub-Saharan Africa
at Hilton.*

Table 13 shows the status of the chains' pipelines:

Table 13: Hotel Chain Development Pipelines in Africa 2019 Top 10 Chains by Pipeline Status					
Rank	Company	Hotels	Total	Rooms	
				Onsite Construction	
1	Accor	57	13,543	6,809	50%
2	Radisson Hotel Group	47	8,974	5,943	66%
3	Hilton	55	11,209	5,782	52%
4	Marriott International	81	16,905	5,645	33%
5	Meliá Hotels & Resorts	8	2,317	2,317	100%
6	Best Western Hotels & Resorts	18	1,613	1,468	91%
7	Hyatt International	8	1,507	1,097	73%
8	Onomo Hotels	8	1,103	1,014	92%
9	Wyndham Hotels and Resorts	8	1,324	914	69%
10	Mangalis Hotel Group	15	1,781	897	50%

Most of Accor's deals are fairly new, signed in 2017 and 2018, and therefore it is not unexpected that only 50 per cent of rooms in their pipeline are under construction. Best Western has 91 per cent of its pipeline rooms onsite; at one time working with only one brand, the company has hotels under development in Africa under four brands, being Best Western, BW Plus and BW Premier, as well as its new "urban cool" brand, Vib.

Radisson take top spot for the brand with the largest number of rooms under construction (Radisson Blu), and second place in the chains' top ten.

In Table 14 we detail when the deals in the chains' pipelines were signed. 95 of the projects reported were signed in 2018 – actually a few more were signed that year, and opened soon thereafter.

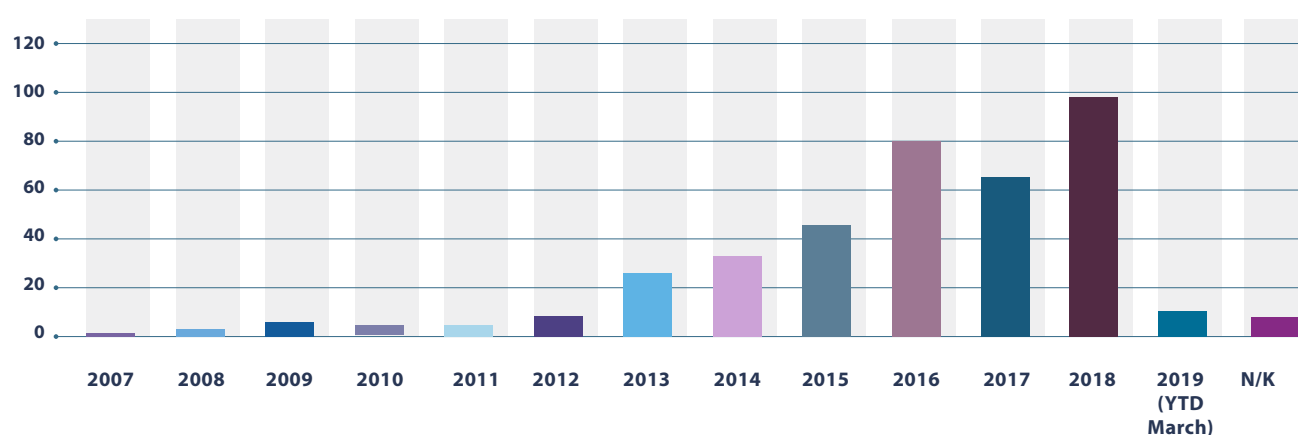
The table shows only the hotels that are still in the pipeline as of the beginning of 2019, the balance having opened or been deleted from the pipeline (often because the owner has not performed as promised). At the time of the collection of the data (Q1, 2019), 13 more deals have already been signed this year.

“ It is still extremely tough with the same challenges we faced ten years ago, however we are able to carry good momentum and we keep opening hotels; we are only four hotels away from reaching a portfolio of 100 hotels open and under development in Africa! ”

Andrew McLachlan,
Senior Vice President, Development,
sub-Saharan Africa at the Radisson
Hotel Group.

Table 14: Hotel Chain Development Pipelines in Africa 2019 Years the Deals Were Signed – Number of Hotels	
2007	1
2008	4
2009	7
2010	5
2011	6
2012	10
2013	26
2014	35
2015	42
2016	80
2017	65
2018	97
2019 (YTD March)	13
Not known	10

Chart 9: Hotel Chain Development Pipelines in Africa 2019
Years the Deals were Signed - Number of Hotels



There is obviously a level of tenacity and patience for both the chains and the owners of the projects that were signed so many years ago, fully 94 more than five years ago!

We have analysed the data to quantify the hotels that were scheduled to open over the last four years (according to the data provided by the chains at the beginning of each year), and have compared those expectations with what actually happened. Appendix 5 has the detail of each chain's scheduled openings and those that actually opened.

**Table 15: Hotel Chain Development Pipelines in Africa 2019
2015-2018 Scheduled vs. Actual Hotel Openings**

	Scheduled	Actual	Actualisation
2015	69	27	36%
2016	110	54	49%
2017	95	51	54%
2018	115	46	39%
TOTAL	320	151	47%

Oh dear! After a positive trend between 2015 and 2017, the actualisation was less than 40 per cent in 2018. 13 hotels with 1,000 rooms that were due to open in 2018 were deleted from the pipeline, and that accounts for some of the downturn in actualisation. Remove those 13 deals from the "scheduled" number (to give 102), and the percentage actualisation in 2019 becomes 45 per cent, still disappointing. As commented by several of the contributing chains "the money is usually the issue", and this is the cause of the majority of delays, although government permits, and construction issues, are also to blame.

Table 16 shows the anticipated opening years of the hotels in the chains' 2019 pipelines, as per their expectations. The projections are based on the hotel deals signed by the chains at the time of data collection (Q1, 2019), and no doubt more deals will be added to these totals.

**Table 16: Hotel Chain Development Pipelines in Africa 2019
Anticipated Opening Years of Pipeline Deals – Onsite Construction**

	Hotels	Rooms	Cumulative New Rooms Open
2019	96	15,052	15,052
2020	101	16,900	31,952
2021	74	15,084	47,036
2022	42	10,783	57,819
2023	23	4,869	62,688
2024	12	2,505	65,193
2025 and later*	53	9,962	75,155
<i>* includes some where the opening date is not known</i>			

Of the total 75,155 rooms in the pipeline, over 15,000 rooms (about 20 per cent) are expected by the chains to open in 2019, and a further 16,900 in 2020. The reality, however, is that over 4,200 of the rooms expected to open in 2020 were not even under construction in Q1, 2019 - is there a degree of over-optimism on the part of the chains regarding their expansion plans?!

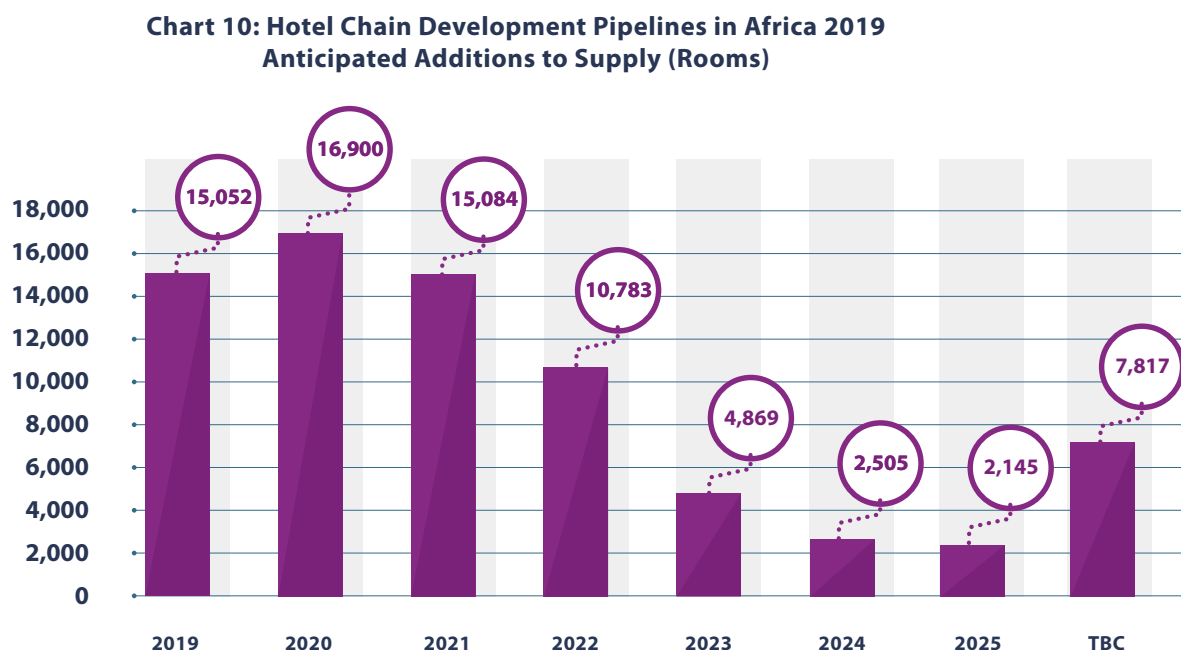


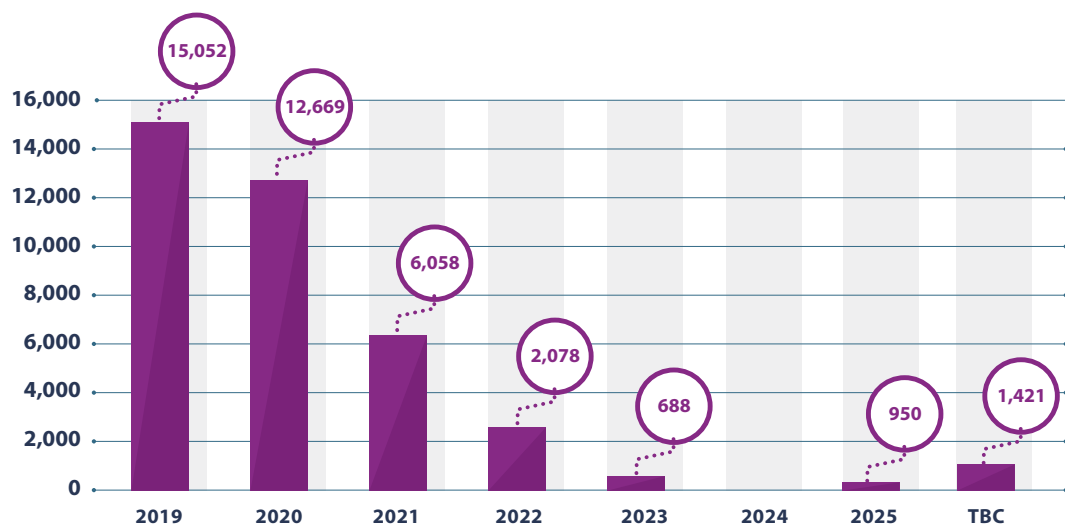
Table 17 shows the number of rooms that are scheduled to open and those actually onsite, by year. Happily, all of the rooms scheduled to open in 2019 are onsite.

Table 17: Hotel Chain Development Pipelines in Africa 2019
Anticipated Opening Years of Pipeline Deals – Onsite Construction

	Rooms	Onsite Construction	
2019	15,052	15,052	100%
2020	16,900	12,669	75%
2021	15,084	6,058	40%
2022	10,783	2,078	19%
2023	4,869	688	14%
2024	2,505	0	-
2025 and later	9,962	2,371	24%
TOTAL	75,155	38,916	52%

Demonstrating the reality that hotel construction in Africa is, well, slow, almost 2,400 of the rooms scheduled to open in 2025 and later are already under construction – that's 6+ years away!

Chart 11: Hotel Chain Development Pipelines in Africa 2019
Anticipated Opening Years of Pipeline Deals - Onsite Construction



Mangalis have three hotels due to open in 2019, Best Western have their first BW Premier Collection hotel in Africa opening in Nairobi this year, and Louvre look forward to opening their delayed hotels in Dakar and Korbous (Tunisia).

“ 2019 seems more promising than previous years, some delayed project will finally come to open, the net opening will be greater. For the pipeline, we are targeting conversion to avoid delays related to construction ”

Alain Sebah,

President, Golden Tulip Afrique Francophone, East Africa.

Concluding Remarks

Each year, we take a “snapshot” of the hotel chains’ development activity in Africa. Until this year, the number of deals signed had increased, but the data show a slight decrease in the 2019 totals, because the chains have “cleaned” their pipelines quite considerably, removing deals that they are no longer confident will be realised, and therefore add nothing to shareholder value.

It’s difficult to quantify, and some of the chains are reluctant to confirm the details, but we estimate that 74 projects (18.5 per cent of the total) have been “de-branded” since the beginning of 2018, with over 12,000 rooms. Quite rightly, the chains don’t want to carry “bad pipelines”, and indeed most often have the contractual right to cancel management agreements if milestones for construction and opening are not met by the owners. On that basis, many other deals could probably have been removed from the pipelines, but are being retained for now.

This year, we have done some figuring on the total investment that these deals represent. Many thanks to the team at Equate Africa, a firm of quantity surveyors based in South Africa, who set to and calculated averages for hotel building costs in over 20 countries in Africa. They worked it out by chain scale (see Table 7), and we have applied those numbers to the data provided by the chains. For those few countries where Equate have no data, we have used an Africa average, and conclude that the total development cost of the 2019 pipeline (excluding land and financing charges, but including everything else) is US\$23.2 billion.

In the context of how huge numbers in Africa can be, that’s not a massive amount, it’s about the same amount as the African Development Bank has committed to spend on climate change initiatives over the next five years, and what Nigerians in the Diaspora remit home each year.

But in fact the figure is the equivalent of some countries’ total GDP! And in the context of the hotel sector, it is a significant number, three times the international tourism receipts earned by Morocco, and 2½ times that by South Africa. If all the pipeline deals come to fruition it will be a game changer in terms of the continent’s tourism industry, contributing to GDP growth, foreign exchange earnings, employment, skills development, female inclusion and all the other benefits that we bring.

“Funding remains the biggest challenge. As an industry we are small compared to other global markets and do not do enough hotel projects for the large commercial banks to have dedicated hotel funding teams who understand our industry. Equity shareholders remain focused on their home markets so you do not see much equity moving from one African country to another and this is due to the local challenges and nuances”

Andrew McLachlan,
*Senior Vice President, Development,
sub-Saharan Africa, Radisson Hotel Group*

Concluding Remarks

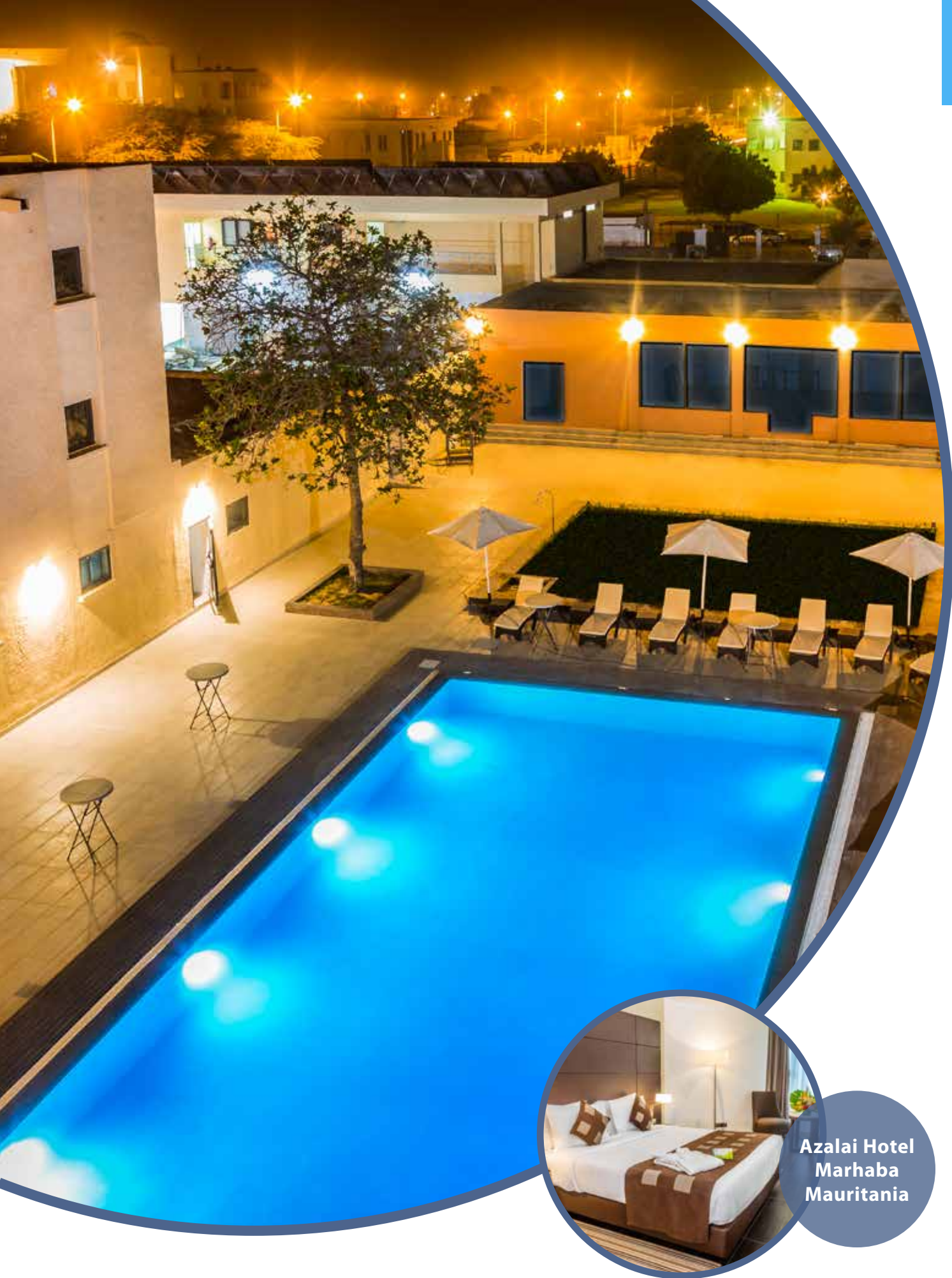
There are almost 200 hotels due to open this year and next. Conservatively, they will create around 30,000 direct jobs when they open, with some commentators estimating that each wage earner supports five other family members. And indirect and induced employment could total 150,000 more persons, in the supply chain and from wages spent in the local economy. Note that these are only the chains' hotels, and the numbers don't include unbranded properties – if one assumes that the number of unbranded rooms equals that of branded, then the numbers really do start to become quite large.

The challenges remain, with some countries, particularly oil-producers such as Nigeria, Gabon and Angola struggling to get back to the super-growth they enjoyed in previous years. South Africa has recently emerged from recession. But in Egypt, which has the largest pipeline by far, GDP growth is around 6 per cent, and over in East Africa Kenya, Tanzania and Ethiopia continue to be the stars, much of their growth driven by international and domestic tourism.

But country statistics are less important (and relevant) than those of the cities, which often experience much higher growth than the national economy. Economic growth and urbanisation are strongly correlated. According to the UN, the world's 10 fastest growing cities are in Africa, and McKinsey says that by 2045 24 million more Africans will move to cities each year, compared to 11 million in India and 9 million in China. By 2100, Lagos, Kinshasa and Dar es Salaam are slated to be the three largest cities in terms of population on the globe.

Urbanisation brings with it not just economic benefits, but also disbenefits, not just in Africa but worldwide, when infrastructure investment, and spending on health, education and social welfare doesn't keep up, resulting in greater poverty and social deprivation.

None of us individually can solve such macro-level problems, but we *can* each do our bit, working from the bottom up, room by room and hotel by hotel – and creating jobs as we go.



**Azalai Hotel
Marhaba
Mauritania**



Appendices

APPENDIX 1
Hotel Chain Development Pipelines in Africa 2019
Contributors to the Survey – Hotel Chains & Brands

Hotel Chains	Brands	
Accor	Adagio Fairmont Grand Mercure ibis ibis Styles Mantis Mercure	M-Gallery Mövenpick Novotel Pullman Raffles Sofitel Swissôtel
aha Hotels & Lodges	aha	
Banyan Tree Hotels & Resorts	Banyan Tree	
Best Western Hotels & Resorts	Best Western Best Western Plus Best Western Premier Vib	Best Western Premier Collection Executive Residency by Best Western
CityBlue Hotels	CityBlue	Urban by CityBlue
City Lodge Hotel Group	City Lodge Courtyard	Town Lodge
Club Med	Club Med	
Continent Worldwide	Continent	
Corinthia Hotels International	Corinthia	
Deutsche Hospitality	Jaz at the Beach	Steigenberger Hotels & Resorts
Dusit International	Dusit Thani	
Emaar Hospitality Group	The Address	Vida
Four Seasons Hotels & Resorts	Four Seasons Hotels and Resorts	
Fraser's Hospitality	Fraser Suites	
Groupe Azalaï	Azalaï	
Hilton	Curio Collection by Hilton DoubleTree by Hilton Hampton by Hilton	Hilton Garden Inn Hilton
Hyatt International	Hyatt Centric Hyatt House Hyatt Place	Hyatt Regency Park Hyatt
InterContinental Hotels Group	Crowne Plaza Holiday Inn	InterContinental Staybridge Suites
Kempinski Hotels	Kempinski	
Kerzner International	One&Only	
Louvre Hotels Group	Golden Tulip	Royal Tulip Sarovar
Mangalis Hotel Group	Noom Seen	Yaas

APPENDIX 1
Hotel Chain Development Pipelines in Africa 2019
Contributors to the Survey – Hotel Chains & Brands

Hotel Chains	Brands	
Marriott International	AC Hotels Aloft Hotels Autograph Courtyard by Marriott Element by Westin Four Points by Sheraton JW Marriott Le Méridien Marriott	Marriott Executive Apartments Protea Hotels Renaissance Residence Inn by Marriott Ritz-Carlton Sheraton St. Regis W Hotels Westin
Meliá Hotels International	Meliá Hotels & Resorts	Sol by Meliá
Minor Hotel Group	Anantara Elewana Collection	AVANI
Onomo Hotels	Onomo	
Pefaco Hotels	Pefaco	
Pestana Hotels & Resorts	Pestana CR7 Lifestyle Hotels	Pestana Hotels
Radisson Hotel Group	Park Inn by Radisson Radisson	Radisson Blu Radisson Collection Radisson Red
Rotana Hotels & Resorts	Arjaan Hotel Apartments by Rotana Centro Hotels by Rotana	Rotana Hotels and Resorts
Serena Hotels & Resorts	Serena Hotels	
Six Senses Hotels Resorts Spas	Six Senses	
Swiss International Hotels and Resorts	Royal Swiss Swiss International Swiss International Boutique	Swiss International Residences Swiss International Villas Swiss Spirit Hotel & Suites
The Ascott	Ascott	Somerset
The Latitude Hotels Group	Latitude	
Urban Hotels	The Urban The Urban Express	Urban Lofts
Wyndham Hotels and Resorts	Days Hotel & Suites Ramada Encore Ramada Plaza	Tryp by Wyndham Wyndham Wyndham Garden

*Note: these are the brands for which the chains have signed deals. Some have many more brands than are listed here, but no deals in Africa for those brands.

APPENDIX 2
Hotel Chain Development Pipelines in Africa 2019
Hotels and Rooms by Country

	Total by Country		Pre-Construction (Planning)	Rooms on Site (Construction)
	Hotels	Rooms		
Algeria	19	4,147	25%	75%
Angola	7	1,163	44%	56%
Benin Republic	5	768	26%	74%
Botswana	3	507	71%	29%
Burundi	1	120	0%	100%
Cameroon	5	757	43%	57%
Cape Verde	11	3,479	43%	57%
Congo, Rep of	2	321	0%	100%
Côte d'Ivoire	13	2,160	78%	22%
DR Congo	4	571	82%	18%
Egypt	51	15,158	54%	46%
Eswatini	1	124	0%	100%
Ethiopia	34	6,184	50%	50%
Ghana	9	1,971	35%	65%
Guinea	2	300	0%	100%
Kenya	27	4,232	33%	67%
Liberia	2	299	100%	0%
Libya	3	826	19%	81%
Madagascar	2	372	56%	44%
Malawi	1	144	100%	0%
Mauritania	1	200	0%	100%
Mauritius	5	804	80%	20%
Morocco	36	6,395	26%	74%
Mozambique	6	734	34%	66%
Namibia	1	174	0%	100%
Niger	5	1,017	67%	33%
Nigeria	49	7,940	52%	48%
Nigeria	57	9,603	58%	42%

APPENDIX 2
Hotel Chain Development Pipelines in Africa 2019
Hotels and Rooms by Country

	Total by Country		Pre-Construction (Planning)	Rooms on Site (Construction)
	Hotels	Rooms		
Rwanda	4	436	45%	55%
Senegal	17	2,829	78%	22%
Seychelles	1	295	0%	100%
Sierra Leone	2	306	0%	100%
South Africa	18	2,574	59%	41%
South Sudan	2	393	60%	40%
Tanzania	6	727	33%	67%
Togo	1	186	0%	100%
Tunisia	16	2,768	47%	53%
Uganda	11	1497	64%	36%
Zambia	15	1,872	79%	21%
Zimbabwe	2	305	100%	0%
TOTAL	401	75,155	48%	52%

APPENDIX 3
Hotel Chain Development Pipelines in Africa 2019
Hotels and Rooms by Brand

	Total by Brand		Pre-Construction (Planning)	Rooms on Site (Construction)
	Hotels	Rooms		
AC Hotels	1	200	0%	100%
Adagio	1	110	100%	0%
aha	3	148	64%	36%
aloft Hotels	2	300	100%	0%
Anantara	4	562	28%	72%
Arjaan Hotel Apartments by Rotana	1	100	100%	0%
Ascott	1	220	0%	100%
Autograph	2	222	76%	24%
AVANI	3	429	90%	10%
Azalaï	4	747	49%	51%
Banyan Tree	6	550	100%	0%
Best Western	7	585	0%	100%
Best Western Plus	2	225	0%	100%
Best Western Premier	1	83	29%	71%
Best Western Premier Collection	2	512	0%	100%
Centro Hotels by Rotana	1	148	100%	0%
City Lodge	1	210	0%	100%
CityBlue	6	550	0%	100%
Club Med	3	790	63%	37%
Continent	2	74	0%	100%
Corinthia	1	300	0%	100%
Courtyard	1	168	100%	0%
Courtyard by Marriott	3	875	43%	57%
Crowne Plaza	2	398	55%	45%
Curio Collection by Hilton	3	212	61%	39%
Days Hotel & Suites	1	85	0%	100%
DoubleTree by Hilton	10	1897	43%	57%
Dusit Thani	2	725	100%	0%
Element	1	344	100%	0%
Elewana	1	90	0%	100%
Executive Residency by Best Western	7	2707	0%	100%
Fairmont	8	1627	41%	59%
Four Points by Sheraton	1	90	79%	21%

APPENDIX 3
Hotel Chain Development Pipelines in Africa 2019
Hotels and Rooms by Brand

	Total by Brand		Pre-Construction (Planning)	Rooms on Site (Construction)
	Hotels	Rooms		
Four Seasons Hotels and Resorts	2	336	100%	0%
Golden Tulip	3	475	77%	23%
Grand Mercure	1	115	0%	100%
Hampton by Hilton	1	132	100%	0%
Hilton	26	6,483	56%	44%
Hilton Garden Inn	15	2,485	28%	72%
Holiday Inn	4	555	47%	53%
Hyatt Centric	1	152	0%	100%
Hyatt House	1	60	0%	100%
Hyatt Place	2	353	51%	49%
Hyatt Regency	3	761	30%	70%
ibis	4	746	44%	56%
ibis Styles	2	435	69%	31%
InterContinental	3	801	100%	0%
Jaz at the Beach	1	250	100%	0%
JW Marriott	7	2,119	57%	43%
Kempinski	1	180	0%	100%
Latitude	2	139	66%	34%
Le Méridien	2	352	100%	0%
Mantis	8	364	0%	100%
Marriott	15	3,176	43%	57%
Marriott Executive Apartments	6	1,409	61%	39%
Meliá Hotels & Resorts	7	2,106	0%	100%
Mercure	4	680	27%	73%
M-Gallery	2	318	0%	100%
Mövenpick	12	3,031	74%	26%
Noom	7	1,020	30%	70%
Novotel	6	1,341	79%	21%

APPENDIX 3
Hotel Chain Development Pipelines in Africa 2019
Hotels and Rooms by Brand

	Total by Brand		Pre-Construction (Planning)	Rooms on Site (Construction)
	Hotels	Rooms		
One&Only	1	25	0%	100%
Onomo	8	1,103	8%	92%
Park Hyatt	1	181	0%	100%
Park Inn by Radisson	12	1,639	25%	75%
Pefaco	1	186	0%	100%
Pestana CR7 Lifestyle Hotels	1	164	0%	100%
Pestana Hotels & Resorts	2	244	0%	100%
Protea Hotels	8	1,542	78%	22%
Pullman	4	1,212	30%	70%
Radisson	3	497	31%	69%
Radisson Blu	27	5,539	36%	64%
Radisson Collection	4	1,134	27%	73%
Radisson Red	1	165	100%	0%
Raffles	1	343	100%	0%
Ramada Encore	1	84	0%	100%
Ramada Plaza	1	177	0%	100%
Renaissance	1	216	100%	0%
Residence Inn by Marriott	6	927	84%	16%
Ritz-Carlton	6	759	43%	57%
Rotana Hotels & Resorts	6	1,446	38%	62%
Royal Swiss	1	40	0%	100%
Royal Tulip	2	260	0%	100%
Sarovar	2	181	0%	100%
Seen	3	252	58%	42%
Serena Hotels	1	100	0%	100%
Sheraton	7	1,518	87%	13%
Six Senses	2	64	100%	0%
Sofitel	1	180	0%	100%

APPENDIX 3
Hotel Chain Development Pipelines in Africa 2019
Hotels and Rooms by Brand

	Total by Brand		Pre-Construction (Planning)	Rooms on Site (Construction)
	Hotels	Rooms		
SOL	1	211	0%	100%
Somerset	1	150	100%	0%
St. Regis	4	743	51%	49%
Staybridge Suites	1	150	100%	0%
Steigenberger Hotels & Resorts	3	889	51%	49%
Swiss International	3	512	0%	100%
Swiss International Boutique	1	60	0%	100%
Swiss International Residences	1	125	100%	0%
Swiss International Villas	1	25	0%	100%
Swiss Spirit Hotels and Suites	2	200	0%	100%
Swissôtel	4	1,961	36%	64%
The Address	4	531	64%	36%
The Urban	3	358	100%	0%
The Urban Express	1	60	0%	100%
Town Lodge	1	158	0%	100%
Tryp by Wyndham	1	120	100%	0%
Urban by CityBlue	3	392	20%	80%
Urban Lofts	2	96	100%	0%
Vib	1	80	100%	0%
Vida	1	122	100%	0%
W Hotels	1	180	100%	0%
Westin	1	388	100%	0%
Wyndham	3	748	39%	61%
Wyndham Garden	1	110	0%	100%
Yaas	5	509	86%	14%
TOTAL	401	75,155	48%	52%

APPENDIX 4
Hotel Chain Development Pipelines in Africa 2019
Hotels and Rooms by Group, 2018 and 2019 Data

	Total By Group						Pre- construction (planning)	Rooms on site (construction)		
	2018			2019					Change on 2018	
Group	Countries	Hotels	2018 Rooms	Countries	Hotels	Rooms			Change	% Change
Accor	10	37	10,059	16	57	13,543	50%	50%	3,374	34.6%
aha Hotels & Lodges	4	8	1,126	3	3	148	41%	59%	-978	-86.9%
Banyan Tree Hotels & Resorts	1	1	60	1	1	66	100%	0%	6	10.0%
Best Western Hotels & Resorts	7	17	1,697	6	17	1,613	9%	91%	-84	-4.9%
City Lodge Hotel Group	4	5	715	2	3	474	35%	65%	-241	-33.7%
CityBlue Hotels	4	9	688	3	4	602	13%	87%	-86	-12.5%
Club Med	3	4	886	2	3	790	63%	37%	-96	-10.8%
Continent Worldwide	-	-	0	1	2	74	0%	100%	74	-
Corinthia Hotels International	2	2	490	1	1	300	0%	100%	-190	-38.8%
Deutsche Hospitality	4	4	1,229	2	4	1,139	61%	39%	-90	-7.3%
Dusit International	3	3	925	2	2	725	100%	0%	-200	-21.6%
Emaar Hospitality Group	2	3	389	2	5	653	71%	29%	264	67.9%
Four Seasons Hotels & Resorts	3	3	432	2	2	336	100%	0%	-96	-22.2%
Groupe Azalaï	5	5	862	4	4	747	49%	51%	-115	-13.3%
Hilton Worldwide	21	54	11,528	22	55	11,209	48%	52%	-319	-2.8%
Hyatt International	7	9	1,768	6	8	1,507	27%	73%	-261	-14.8%
InterContinental Hotels Group	5	9	1,891	4	10	1,904	75%	25%	13	0.7%
Kempinski Hotels	1	1	180	1	1	180	0%	100%	0	0.0%
Kerzner International*	1	2	47	1	1	25	0%	100%	-22	-46.8%
Louvre Hotels Group	8	16	2,414	5	7	916	40%	60%	-1,498	-62.1%

APPENDIX 4
Hotel Chain Development Pipelines in Africa 2019
Hotels and Rooms by Group, 2018 and 2019 Data

	Total By Group						Pre-construction (planning)	Rooms on site (construction)		
	2018			2019					Change on 2018	
Group	Countries	Hotels	2018 Rooms	Countries	Hotels	Rooms			Change	% Change
Mangalis Hotel Group	8	14	1,746	8	15	1,781	50%	50%	35	2.0%
Marriott International	24	93	17,708	24	81	16,905	67%	33%	-803	-4.5%
Minor Hotel Group	4	7	982	5	8	999	54%	46%	17	1.7%
Meliá Hotels International	2	6	1,935	3	8	2,317	0%	100%	382	19.7%
Onomo Hotels	6	6	839	5	8	1,103	8%	92%	264	31.5%
Pefaco Hotels	1	1	186	1	1	186	0%	100%	0	0.0%
Pestana Hotels & Resorts	1	2	388	2	3	408	0%	100%	20	5.2%
Radisson Hotel Group	19	39	7,868	23	47	8,974	34%	66%	1,106	14.1%
Rotana Hotels & Resorts	6	6	1,288	7	9	2,058	56%	44%	770	59.8%
Serena Hotels & Resorts	1	1	100	1	1	100	0%	100%	0	0.0%
Six Senses Hotels Resorts Spas	-	-	0	1	2	64	100%	0%	64	-
Swiss International Hotels and Resorts	4	8	949	3	9	962	13%	87%	13	1.4%
The Ascott	1	1	220	2	2	370	41%	59%	150	68.2%
The Latitude Hotels Group	2	2	170	2	2	139	66%	34%	-31	-18.2%
Urban Hotels	-	-	0	3	6	514	88%	12%	514	-
Wyndham Hotels and Resorts	4	6	850	6	8	1,324	31%	69%	474	55.8%
TOTAL		376	71,533		401	71,155	48%	52%	2,540	3.5%



At W Hospitality Group we specialise in the hotel, tourism and leisure industries in Africa, providing a full range of services to our clients who have investments in the sector, or who are looking to enter them, through development, acquisition or other means. Our services are integral parts of the process of realising a successful project, and delivering profitability post-completion. For many years we have been regarded as the market leader in sub-Saharan Africa due to the market and financial expertise of our staff, our experience of the global and African hotel industry, our commitment to our clients and our desire to see them succeed.

Our team has experience of more than 90 countries, including 39 in Africa, both developed and developing, and at all market levels, from deluxe hotels to roadside lodges, exclusive health clubs to public recreation facilities, and from the master planning of thousand hectare sites to the best use of city blocks. This experience is essential when advising on multi-million dollar projects, in order to bring first-hand knowledge of success factors – and sometimes how not to do it.

We have worked with most of the major international and regional hotel companies, as well as multilateral funding agencies, financial institutions and governments, and individual entrepreneurs. Our clients benefit from our relationships with senior executives in these stakeholders, and our knowledge of how they operate.

We are regarded as the foremost international expert on the hotel industry in West Africa – and this expertise is considered by our clients to be of great benefit to them. In recognition of our expertise, we were awarded the accolade of Tourism Investment Advisor of the Year 2008, and again in 2011, by Africa Investor magazine, for our work on projects in Africa, where we have been able to “make it happen”. The award has not been made since 2011.

We are a founder member of Hotel Partners Africa (HPA), a group of consultants and advisers offering complementary services to hotel developers and owners. In the complex world of hotel development and management, where a client’s specific needs must be balanced with all the processes and requirements to satisfy funders, manage risk, oversee cost efficient and fit-for-purpose construction, contract negotiation with operators, asset management, valuations, sales and acquisitions, and recruitment, HPA is a unique professional and integrated complete-solutions provider with integrity, experience and a proven track record, providing a seamless service throughout the lifecycle of a hotel project.

HPA has a highly proactive team with long-standing relationships with major players, particularly branded chains, developers, fund managers and property owners. The partners are based in Lagos, London, Addis Ababa and Florida.



**Seen Hotel
Abidjan**

**Back Cover:
Sheraton
Annaba Hotel**



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