

HOSPITALITY · GOLF & SPORT · LEISURE · REAL ESTATE

EROLA Sports & Hospitality

We advise on and manage resorts, hotels, golf courses and sports clubs for owners, investors, developers, club boards and managers, lenders and funds, from feasibility study to daily operation.

THE PROBLEM

Investment, design and operation are usually decided by different people, at different moments and with different incentives. Each decision can be reasonable on its own. Together they can produce an asset that is harder to run, costlier to maintain and worth less than it should be.

A kitchen in the wrong place. A Clubhouse designed to impress rather than to work. An amenity that adds payroll but not value. Most of these costs are fixed long before the asset opens.

OUR CONVICTION

Every asset is the consequence of a decision.

A resort, a hotel or a club is an ecosystem. Change one part and the whole system changes. That is why every recommendation is weighed against one question: what creates more long-term value for the asset?

FOUR PLATFORMS

BEFORE INVESTING

Strategic Decision Advisory™

Strategy and feasibility, before you invest.

Feasibility studies, business plans and the best use of land, before you buy, build or reposition a hotel, resort, club or residential scheme.

BEFORE BUILDING

Operational Design & Development Advisory™

Design and build, reviewed before construction.

Plans, guest and staff flows and the Clubhouse brief, reviewed before construction by people who have run hotels and clubs.

DURING OPERATION

Owner-Side Asset Management™

Asset management, alongside the management team.

Budgets, the CAPEX plan, clear owner reporting and the relationship with the operator, for assets run by an operator or a management team.

IN DIRECT MANAGEMENT

Owner-Minded Management™

Direct and interim management, with the team already in place.

Interim management, pre-opening and recovery of clubs, resorts and hotels, when an asset needs someone in charge.

THE EROLA METHOD™

1	2	3	4	5	6	7
Understand	Diagnose	Align	Decide	Build	Operate	Elevate
Define the real question before looking for answers.	Find the cause behind the number, not the symptom.	Bring investment, design, operation and brand into one plan.	Clear options, their consequences and a recommendation.	Turn the recommendation into a plan, a budget and a brief.	Carry the plan into daily operation.	Review results and plan the next round of investment.

THE FIRST STEP

One defined piece of work, with its scope and fee agreed in advance. The deliverable is an Owner Decision Report:

- 01 The question, in one sentence
- 02 What is happening in the asset, and why
- 03 What it means for the owner
- 04 Options and their consequences
- 05 Recommendation and next steps, with names and dates
- 06 Main risks, and the information still missing

An example Owner Decision Report is available on the website.

TEAM

Every mandate is led by Julián Romaguera, Managing Partner, accountable to the client from start to finish. Around him, the specialists each asset needs:

GOLF AGRONOMY

ARCHITECTURE & ENGINEERING

FINANCIAL MODELLING

LEGAL

HOTEL OPERATIONS

FOOD & BEVERAGE

TECHNOLOGY

COMMERCIAL

LEADERSHIP



Julián Romaguera

MANAGING PARTNER

Before founding the firm, he ran golf, hotel and real estate assets at Blue Canyon Country Club in Phuket, Sofitel Angkor Phokeethra in Siem Reap, Bahia Principe in the Riviera Maya and Los Naranjos Golf Club in Marbella.

INDEPENDENCE

No hidden commissions

Fees are stated in full. We are paid only by the client who engages us, never through commissions from operators, suppliers or contractors we recommend.

One question

Every recommendation answers what creates more long-term value for the owner.

Confidential

We name a client only with their permission. What a client shares with us stays with us.

CONTACT

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