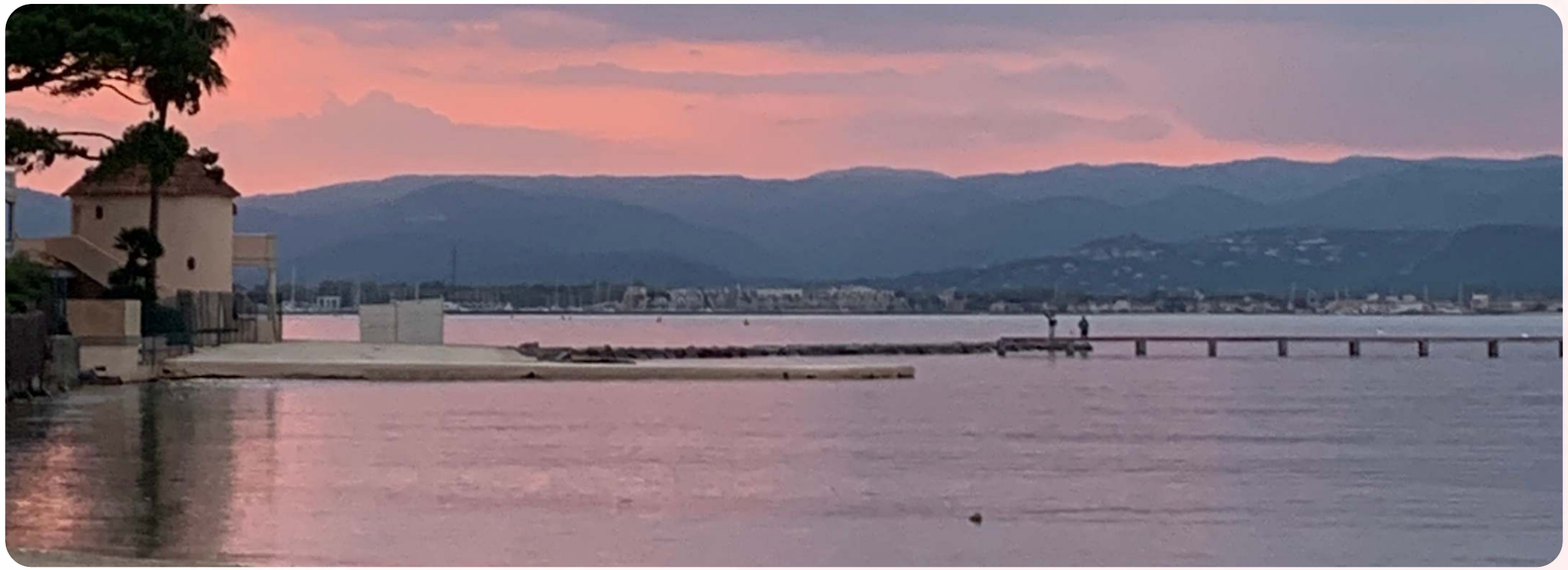

BEFORE YOU INVEST

KNOW WHAT YOU'RE BUILDING

The protection and enhancement of long-term asset value through culture, community, programming and hospitality strategy.

Designed to reduce concept risk, positioning risk and investment risk before significant capital is committed.

Judith Volker · Hospitality Concept & Investment Strategy · Magical Places · Vienna & Lucca

LONG TERM ASSET VALUE

The new currency is who the other guests are.
Any fool can fill a hotel but it's the curation that's key.

Jules Perowne

In today's hospitality market, differentiation no longer comes from rooms alone. It comes from identity, community, programming and the ability to attract guests who attract other guests.

Before architects draw, operators budget and brands are created, the strategic premise must be right.

STORY

A property without a story is just a building with a price tag.

IDENTITY

A property with a clear identity creates loyalty, pricing power and long-term value.

CONCEPT

The right concept — rooted in place, shaped for its well-defined audience, tested against the numbers — is what turns potential into something people will travel for and come back.

KEY AREAS OF ANALYSIS

Concept & Positioning	Narrative identity, brand essence, guest profile and competitive positioning — the story your property will tell.
Programming & Experience Logic	How guests spend their time, connect with each other and return. The cultural, social and experiential layer that transforms a property into a destination.
Strategic Feasibility Review	Market scan, indicative ADR range, revenue mix and a first read on commercial viability — numbers that hold a mirror to the idea.
Audience, Community & Market Activation	Audience mapping, guest curation logic, community potential, communication direction and market activation strategy — defining the guests you want to attract, the community you want to build and the mechanisms that create long-term loyalty.
Roadmap & Next Steps	A clear go / refine / no-go recommendation with a defined path forward — and what full development would look like if you proceed.

INVESTMENT

Before spending millions on a hospitality project, invest in strategic clarity first.

This is not a feasibility study, architectural masterplan or branding exercise. It is a strategic decision-making tool designed to reduce risk before significant capital is committed.

Strategic clarity before serious capital.

From

€7,500

★ Fee is fully credited against a full engagement if you choose to proceed.

Depending on project complexity and available data.
Typical engagement duration: 2–4 weeks
Including interviews, market research, concept analysis, strategic recommendations and final presentation.

ENGAGEMENT

PROPERTY OWNERS

A villa or estate waiting for its right future

DEVELOPER

Exploring hospitality as the right use for an asset

INVESTOR

An acquisition completed — needs a strategy to match

FAMILY OPERATOR

Repositioning a boutique property with ambition

WHY MAGICAL PLACES

MAGICAL PLACES
WHERE WISDOM CELEBRATES

Strategic judgement built on real-world hospitality development.

Operating independently, she has conceived, written, and realized feasibility studies, financial forecasts, business models, and creative master concepts for private investors, developers, and family-run hotels — connecting vision, numbers, and execution.

JUDITH VOLKER

Magical Places GmbH · Vienna & Lucca

Selected Engagements

- Hotel Tannenhof *****Superior — strategy, profitability, international partnerships, development leadership
- Luxury Boutique Hotel Repositioning — acquisition support, financing structure, budgeting, concept development, stakeholder alignment and operational transition
- Villa Tuscany — feasibility and adaptive reuse study
- Melides Portugal — hospitality feasibility and concept exploration
- Santarém Portugal — heritage hospitality destination advisory

Experience at a glance

- **25+ years hospitality and destination development**
- **Former International Advisory Board Member, Small Luxury Hotels of the World**
- **Deputy Managing Director, Hotel Tannenhof *****Superior**
- **Acquisition, financing, repositioning and operational transition experience**
- **Hospitality projects across Austria, Italy, Portugal, Spain and the Netherlands**

WHEN THE CONCEPT CALLS FOR MORE

FLUSSO
COLLECTIVE
Brand Creation for Hospitality

If the strategic review confirms the opportunity, the project can move into full development through Flusso Collective. Judith works with Flusso Collective as strategic and commercial lead.
Flusso Collective creates hospitality brands as complete, scalable systems — bridging vision and execution for both single landmark properties and multi-site rollouts, from concept through to ongoing stewardship.

★ ARCHITECTURE & DEVELOPMENT INTELLIGENCE

ANDREA GRASSI

Genius Loci Architettura · Florence & Milan

Florentine by formation, global by career. Over three decades, Andrea has shaped hospitality projects for Rocco Forte, Hyatt Regent and the Helvetia & Bristol — alongside large-scale developments from Boston to Honolulu, from Seville to the Red Sea. Few architects move as fluently between the intimacy of a boutique hotel and the complexity of a large-scale resort.
As founder of Genius Loci Architettura, he combines architectural clarity with pragmatism. He understands Italy the way an outsider never can: the building logic, the regulations, the craft supply chain, the soul of a place. His clients include leading Italian and international real estate investors and luxury brands.
He turns complex development challenges into solutions that are elegant, viable, and rooted in place — from the first sketch to the final stone.

★ INTERIOR EXPERIENCE & SENSORY DIRECTION

KAREN HAY

Indulge Ltd · Hong Kong & Bangkok

What people feel when they walk in — that is what Karen designs. With over 30 years in international luxury hospitality, from Hyatt to Four Seasons, from London to Tokyo, she has the instinct for what gives a place its character before a single colour is chosen.
Her roots are in repertory theatre — building, painting, translating stories into space. That sensibility never left.
A second home in Lucca. A lifelong passion for opera. Karen understands from the inside what it means to create a place where beauty and emotion meet.
Regular jury member at the AHEAD Awards Asia-Pacific & Global. Global Scot, appointed by the Scottish Government. She bridges cultures — the skill an owner needs to resonate not just locally, but in the eyes of an international audience.

★ BRAND STRATEGY & COMMERCIAL LOGIC

JUDITH VOLKER

Magical Places GmbH · Vienna & Lucca

Stories that also make financial sense — that is what Judith builds. As founder of Magical Places, she guides owners and investors from the first idea to a brand that holds: conceptually sharp, operationally realistic, commercially sound.
Her career spans 25 years across high-end hospitality, creative direction and development — from running a 5-star superior alpine retreat recognised as Gault Millau Hotel of the Year, to serving on the International Advisory Board of Small Luxury Hotels of the World. Before that: Cirque du Soleil on international tour, and eight years living and operating a boutique hospitality property in Le Marche, Italy.
She has written feasibility studies, financial forecasts and creative master concepts for private investors and family operators across Europe — always connecting vision, numbers and execution.
The concept and the business case, in one mind. That is what Judith brings.

WHAT YOU WILL KNOW BEFORE YOU INVEST

Is the concept strong enough? → Concept & Positioning
Will people actually come? → Audience, Community & Market Activation
Will they return? → Programming & Experience Logic
Can the numbers work? → Strategic Feasibility Review
What should happen next? → Roadmap & Next Steps

Some properties become places people talk about for years.
This is where you find out whether yours is one of them.

MAGICAL PLACES · VIENNA· LUCCA
Judith Volker
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