



Horwath HTL

Hotel, Tourism and Leisure

IN CO-OPERATION WITH



Hospitality Crisis Management

Mitigate Risk. Build Resilience. Improve Performance. Reduce Costs.

Covid-19 has highlighted the fact that the travel and tourism industry is exposed to a global crisis of confidence and steps need to be taken quickly to mitigate the impact on our business.

Difficult decisions will need to be taken quickly to protect assets and value, at the same time as making sure the business is in good shape to take advantage of the inevitable rebound.

Horwath HTL and Le 16 LAW have the expertise and experience to help you navigate troubled waters, by managing all of the stakeholders, and ensuring that the underlying business is secure.

- Analyse/identify immediate operational risks
- Improve the bottom line through cost-saving measures
- Provide support to management teams
- Valuation of assets for banks/institutions
- Understand the legal implications of management contract agreements and franchise relationships
- Existing Loan Covenants advice & support
- Breaches of contract
- Labour considerations
- Business turnaround
- Restructuring & Transformation

Our Crisis Management Support includes:

1



RISK ANALYSIS

Understand current situation and identify risks.

2



BEST PRACTICE

Use industry standards and global experience to outline solutions.

3



OPERATIONAL SUPPORT

Provide support to management teams.

4



PERFORMANCE IMPROVEMENT

Help operations cut costs and boost sales to improve bottom line.

5



HOTEL VALUATION

Provide current market value for a variety of stakeholders.

6



TRANSACTIONAL SUPPORT

Acquisition & Disposal Due Diligence. Preparing assets market ready for sale.

7



LEGAL SUPPORT

Identify legal risks and strategies, understand obligations. Receive support when speaking to banks and other partners.

8



STRATEGIC ADVICE

Scenario and future planning.

Hospitality Crisis Management: Areas of Focus

Asset Management

- Operational Review / Audit
- KPI Analysis & Benchmarking
- F&B & other Department Analysis
- Optimisation of Sales & Cost Structures
- Performance & Future Reservation Outlook
- GOP & EBITDA Display of Lease & Rental Potential
- Cash Ratios, Debt Positions
- Business Sourcing & Revenue Management

Legal Support

- Existing Loan Covenants
- Hotel Management Agreements
- Breaches of Contract
- Franchise Relations
- Labour Considerations
- Insurance
- Business Turnaround
- Restructuring & Transformation

Valuation

- Valuation for Banks and Stakeholders
- Due Diligence for Acquisition or Dispersal
- Preparing products ready for market

Transactional Support

- Due Diligence for Acquisition or Disposal of Single Properties or Portfolios
- Arrangement of Deal Structuring, Financing or Disposal of Assets
- Pre- Mortgage Review
- Work-out and Insolvency Situations
- Stock Exchange Listing
- Basis for JV or Partnership Structuring

For further information or to arrange for Crisis Management Support, please contact: Horwath HTL France or Le 16 LAW.





Le 16 Law is dedicated to the prevention and strategic management of complex business law disputes.

Le 16 Law was founded by litigation lawyers, with extensive experience in all types of business litigation and international arbitration, having represented clients in some of the most high-profile cases of the last decade.

Our offer:

- An experienced team: our lawyers are experienced litigators, with an outstanding track record of winning cases
- Strategic Advice: we provide strategic advice and unparalleled advocacy to ensure a win, but advise our clients to help prevent disputes in relation to their projects
- Innovative Services: our firm offers on-line access to case files, lump-sum and capped fee structures, and is keen to developing predictive tools to ensure a better predictability of case outcomes

Our lawyers act for French and foreign financial institutions, corporates, minority shareholders, and managing directors on a broad range of complex financial and commercial disputes, often involving multiple jurisdictions. Our lawyers also regularly advise and represent entrepreneurs and investors across high-growth technology sectors such as digital, life sciences and blockchain technology.

www.le16law.com



At Horwath HTL, our focus is one hundred percent on hotel, tourism and leisure consulting. Our services cover every aspect of hotel real estate, tourism and leisure development.

Our clients choose us because we have earned a reputation for impartial advice that will often mean the difference between failure and success. Each project we help is different, so we need all of the experience we have gained over our 100-year history.

We are a global brand with 47 offices, who have successfully carried out over 30,000 assignments for private and public clients. We are part of Crowe Global, a top 10 accounting and financial services network.

We are the number one choice for companies and financial institutions looking to invest and develop in the industry.

We are Horwath HTL, the global leader in hotel, tourism and leisure consulting.

Our Expertise:

- Hotel Planning & Development
- Hotel Asset Management
- Hotel Valuation
- Transaction Advisory/Due Diligence
- Strategic Planning
- Crisis Management
- Tourism
- Health & Wellness

www.horwathhtl.fr



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