



**Horwath HTL**

*Hotel, Tourism and Leisure*

IN CO-OPERATION WITH



**HOWARD  
KENNEDY**

# **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 Howard Kennedy 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 the current situation and identify the 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 and dispersal Due Diligence, getting 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

Horwath HTL and Howard Kennedy 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.

### 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

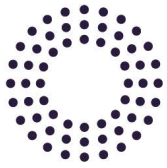
### Valuation

- 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 your local Horwath HTL office.**



HOWARD  
KENNEDY

Our dedicated hotels and hospitality team draws on the expertise from professionals across the firm who advise developers, funders, investors, owners, asset managers, operators and franchisors in the hotel and hospitality sector. Our team has worked with every type of hospitality asset, brand and operating model in the market.

Our team works closely with our hotel clients on every aspect of their business whenever and wherever they need us, always ensuring that projects are completed efficiently so they don't miss out on potential opportunities.

We assist with regulatory compliance, investment structuring and funding for start-up ventures, development finance, planning and construction for developments, and due diligence on asset and corporate acquisitions. We also assist in restructuring and help clients plan for disposals and investment exits. On operational matters, we advise our clients on compliance, employment law, immigration and the suite of franchising/management documentation.

Our lawyers have worked for or opposite every major global brand and we have a strong understanding of the different business models, including economy, mid-scale, boutique and luxury hotels, serviced apartments, apart-hotels and co-living. We'll always look to take stress out of any matter by providing you with a team of advisers who speak your language and who will give you straightforward advice.

**Business Rescue/Strategic & Advisory Support**

Vernon Dennis

**Employment Law**

Lydia Christie & Chiara Muston

[www.howardkennedy.com](http://www.howardkennedy.com)



Horwath HTL

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.com](http://www.horwathhtl.com)





# Horwath HTL

*Hotel, Tourism and Leisure*

## **AFRICA**

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Rwanda

South Africa

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China

Hong Kong

India

Indonesia

Japan

Malaysia

New Zealand

Singapore

Thailand

## **EUROPE**

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Austria

Croatia

Cyprus

France

Germany

Greece

Hungary

Ireland

Italy

Netherlands

Poland

Portugal

Serbia

Spain

Switzerland

Turkey

United Kingdom

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Mexico

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Montreal

New York

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