



**Horwath HTL**

*Hotel, Tourism and Leisure*

# **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 co-operating law firms 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:

-  **RISK ANALYSIS**  
Understand current situation and identify risks.
-  **BEST PRACTICE**  
Use industry standards and global experience to outline solutions.
-  **OPERATIONAL SUPPORT**  
Provide support to management teams.
-  **PERFORMANCE IMPROVEMENT**  
Help operations cut costs and boost sales to improve bottom line.
-  **HOTEL VALUATION**  
Provide current market value for a variety of stakeholders.
-  **TRANSACTIONAL SUPPORT**  
Acquisition & Disposal Due Diligence. Preparing assets market ready for sale.
-  **LEGAL SUPPORT**  
Identify legal risks and strategies, understand obligations. Receive support when speaking to banks and other partners.
-  **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
- Restructuring and debt refinancing
- Debt sustainability report
- Independent business review (IBR)

### Tourism & Leisure

- Design of strategic destination marketing plans
- Destination strengthening and institutional support
- E-tourism: digital transformation strategies for destinations
- Impact studies of tourism activity (environmental, social and economic)
- Design and implementation of tourist observatories and commercial intelligence systems
- Design and support of public-private partnerships in tourism
- Creation of tourist destination models



***For further information or to  
arrange for Crisis Management  
Support, please contact you  
local Horwath HTL Andorra office.***

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 & Leisure
- Health & Wellness
- Expert Witness & Litigation

**[www.horwathhtl.ad](http://www.horwathhtl.ad)  
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