



Hospitality and Leisure

Hospitality and leisure represents a multibillion-dollar global industry, covering a broad range of services with inter-related requirements. DLA Piper's exceptional global reach and industry specific experience means we have local lawyers with regional and global experience who understand the complexities involved.

Ours was one of the first legal firms to develop a dedicated global hospitality and leisure group. With years of experience and a proven track record in the sector, we help investors, developers, owners and operators with their hospitality and leisure opportunities.

DLA Piper understands the variety of hospitality and leisure legal issues that arise and advise on development, acquisition and divestment and contractual arrangements; gaming operations; franchise, management and outsourcing operations; management agreements and operations; corporate, joint ventures and fund formation; finance and restructuring; franchise, outsourcing and commercial agreements; data privacy security technology arrangements; advertising and brand; betting and major sporting events.

Our clients include owners, managers, franchisors, developers and lenders; global, regional and national hotels; resort businesses; serviced apartments; and leisure and sports operators (golf courses, theme and amusement parks, health and fitness facilities, spas, gyms, leisure complexes, cinemas, marinas, nightclubs, casinos and gambling establishments).

We also represent online gaming operators and gambling establishments, hospitality and catering operations such as conference locations, and organizers and developers of venues for major sporting events, including the Olympic Games and Commonwealth Games.

In addition to our industry-specific experience, our hospitality and leisure clients benefit from access to our core service areas, whether their investments and operations are local or global.

We regularly sponsor, speak at and participate in sector-related conferences worldwide, including the International Hotel Investment Forum in Berlin, The Americas Lodging Investment Summit in California, the Hotel Investment Conference Asia Pacific in Hong Kong, and the Arabian Hotel Investment Conference in Dubai.

In the US, our hospitality and leisure sector group is highly ranked in the leisure and hospitality category of Chambers USA, the guide to America's leading lawyers for business.

In recent times, we have acted on more transactions within the sector than any other law firm, advising global, regional and national companies and high net worth individuals. Our experience includes:

- Advertising and brand: Our lawyers help the Savoy Hotel Group manage its global trade mark portfolio and infringement

KEY CONTACTS

Sandra Y. Kellman

Partner

Chicago

T: +1 312 368 4082

Matthew Duncombe

Partner

Leeds

T: +44 113 369 2948

RELATED SERVICES

- Media, Sport, Gaming and Entertainment
- Real Estate

issues

- Corporate, joint ventures and funds: We represented InterContinental Hotels Group (IHG) in forming a joint venture with Brack Real Estate Group to develop a mixed-use project on the Lower East Side of Manhattan in New York that will be anchored by IHG's Hotel Indigo
- Development, acquisition and disposal: We advised Public Investment Corporation (representing the Government Employees Pension Fund) in a joint venture on the acquisition of the iconic V&A Waterfront development in Cape Town. The deal has been valued at \$1.2 billion, the largest single asset real estate transaction to date in South Africa.
- Finance and restructuring: We represented Alternative Hotel Group in the restructuring of its portfolio as a consequence of the restructuring of the Group's £1.7 billion debt and equity arrangements with Lloyds Banking Group, which included one of the largest debt-for-equity swaps in British corporate history.
- Franchise, outsourcing and commercial agreements: Maxim's Caterers, Hong Kong's largest food services company, turned to us to represent it in merchandising agreements, co-branding and promotion agreements in Hong Kong, Macau and South China and also in obtaining new rights in Western China.
- Major sporting events: Our lawyers helped the Olympic Delivery Authority with its infrastructural arrangements for the London 2012 Olympics.
- Management agreements and operations: Capital Partners turned to us to help develop, negotiate and structure hotel and resort contracts under the Ritz Carlton (3), Canyon Ranch, Mandarin Oriental (2), Six Senses and Marriott Residences brands in Russia, Kazakhstan and Turkey

INSIGHTS

Publications

EU Policy & Regulatory Alert - EU Publishes Artificial Intelligence Ethics Guidelines

12 APR 2019

On 8 April 2019, the EU's High-Level Expert Group ("AI HLEG") on Artificial Intelligence ("AI") published the much-anticipated "Ethics Guidelines for Trustworthy AI", setting out a horizontal framework for the development and deployment of ethical and robust AI systems across the EU

Hotel Management Agreements

19 MAR 2019

One cannot discuss the evolution of hotel management agreements (HMAs) without first talking about the separation of hotel ownership and hotel operations; a transformation of the major chains' business models, more commonly known as an "asset light" strategy. Today the form taken by hotel operators in HMAs is an important factor in the effective working of the market in hotel investment. DLA Piper's Hospitality and Leisure Sector Group has negotiated HMAs for a myriad of different clients across the H&L landscape (owners, investors, operators (both branded and white label) and lenders) in all of the world's key jurisdictions.

What does Brexit mean for the hospitality industry?

21 DEC 2018

UK hospitality and leisure companies rely on easy access to a pool of workers from the EU-27, particularly on casual zero-hours contracts. This access may be restricted by new immigration rules after Brexit (and after a transition period).

EU Policy & Regulatory Alert: New Regulation on Foreign Direct Investment Screening in the EU

22 NOV 2018

The European Union is moving fast towards establishing a joint regulatory and policy framework for Europeans to seize the opportunities provided by Artificial Intelligence (AI) and to reinforce Europe's competitiveness in this field.

CFIUS pilot program mandates declarations for certain non-controlling investments in critical technologies

17 OCT 2018

The pilot program covers critical technologies in 27 industries.

Hotel ground leases: "the biggest cancer in the industry"?

6 JUL 2018

The hotel sector was the subject of DLA Piper's latest Realworld lunch discussion, held in London on June 13, 2018. Robert Stapleton, director in the hotel agency at Savills, was guest speaker, and in attendance were key players in the hotel market, including asset managers, bank representatives, developers, operators, agents and lawyers.

Sport Now: DLA Piper's Media, Sport and Entertainment sector magazine

10 MAY 2018

We've collated articles from a wide variety of countries to provide you with an overview of what's pertinent in the sector in your country and to show how this compares to sector in other parts of the world.

International Hotel Investment Forum 2018: three key takeaways

8 MAR 2018

DLA Piper sponsors and contributes to panels at IHIF each year; this year seeing the largest delegation in the event's 21 year history. In this article Ines Chamarro tells us the top three messages she took from the conference.

The role of mediation in business and human rights disputes

20 DEC 2017

The United Nations Forum on Business and Human Rights brings together business, governments, civil society and the legal profession to develop thinking and share best practice in this emerging area of law and practice. At the 6th Annual Forum, DLA Piper lawyers Sarah Ellington and Jess Hogan were joined by representatives from Anti-Slavery International, Doughty Street Chambers, Freshfields Bruckhaus Deringer and Sancroft International to present a live mediation role play. The role play was intended to explore the potential for mediation to resolve business and human rights disputes, particularly in cross-border cases.

Chance & challenge

12 DEC 2017

China's outbound investment in football

Proposed additional restrictions on gambling

12 DEC 2017

During broadcast (including online platforms) in Australia

Sport Now: DLA Piper's Media, Sport and Entertainment sector magazine

12 DEC 2017

Welcome to our inaugural edition of Sport Now, our new Sports magazine that will keep you up-to-date with what's happening in the sector around the world.

Foul play by illegal state aid?

12 DEC 2017

A sword of Damocles: public financing of professional sports

Ticketing lawsuits point to further turmoil in the US

12 DEC 2017

Recent years have seen a number of lawsuits concerning clubs and ticketing policies

Data and sporting integrity - the key issues to consider

7 DEC 2017

The use of data for betting integrity is important to sports bodies, betting companies who rely on the integrity of sport to maintain trust in their own products and minimise losses through fraud, and increasingly (as the process of opening up gambling markets has continued across Europe and beyond), government regulators.

Tax incentives in Puerto Rico: a quick introduction

13 JUN 2017

Puerto Rico offers a spectrum of economic incentives aiming to promote many key industries. This handbook offers a quick look at ten of the most significant of these incentives.

EVENTS

Previous

TopCo liability panel

25 JUN 2019

London

NEWS

DLA Piper advises BrewDog on acquisition of iconic Berlin brewery

6 MAY 2019

DLA Piper has advised BrewDog, a multinational craft brewery and pub chain based in Scotland, on the acquisition of World Bistro & Gardens in Berlin from Stone Brewing, one of the largest craft breweries in the US.

DLA Piper announces partnership promotions for 2019

1 APR 2019

DLA Piper is proud to announce that 77 lawyers have been promoted to its partnership. The promotions are effective as of April 1, 2019 in the United States and May 1, 2019 for EMEA and Asia Pacific. The promotions were made across many of the firm's practice areas in 43 different offices throughout 20 countries.

DLA Piper advises Merlin Entertainments on the A\$174 million sale of Australian ski resorts

13 MAR 2019

DLA Piper has advised Merlin Entertainments, a global leader in location based entertainment, on the A\$174 million sale of its Australian ski resorts, Hotham and Falls Creek, to US ski resort operator Vail Resorts, Inc.
