



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 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

KEY CONTACTS

Sandra Y. Kellman

Partner
Chicago
T: +1 312 368 4082
sandra.kellman@dlapiper.com

Matthew Duncombe

Partner
Leeds
T: +44 113 369 2948
matthew.duncombe@dlapiper.com

RELATED SERVICES

- Media, Sport, Gaming and Entertainment
- Real Estate

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

Hotels and hospitals may find new partnerships to solve for bed capacity issues and vacancies

25 March 2020

The impacts of COVID-19 upon the hospitality sector as well as hospital systems and the healthcare industry have been sudden and dramatic.

Coronavirus: Several state and local governments issue “shelter in place” orders (United States)

23 March 2020

Between March 17 and 22, state and local governments have promulgated at least a dozen “Stay-at-Home” / “Shelter-at-Home”-type Orders. This alert provides details on a number of state and local government orders.

Real Estate Gazette: Operational Real Estate

17 March 2020

[REAL ESTATE GAZETTE](#)

Operational real estate is a rising star in the real estate investment market. One element that makes this asset class so interesting is the various sub sectors it covers, each calling for specialist experience and practical know-how in both commercial and legal terms.

That diversity is reflected in this issue, we hope you enjoy it.

Coronavirus disease (COVID-19): Business interruptions and resulting effects in the global economy (Global)

16 March 2020

While the overall scope and duration of the economic impacts are difficult to forecast, there will undoubtedly be a significant increase in workouts, restructurings, rescue financings, forbearances, and other similar activities over the coming months.

Coronavirus (COVID-19): ten practical steps for global employers, right now (Global)

13 March 2020

These steps are not based on laws of any one jurisdiction but rather are designed to provide a global employer with themes to consider, understanding that what may be suitable for each employer may vary greatly depending on the employer's unique circumstances.

Coronavirus and hotel lockdowns: Who foots the bill when hotels are placed under quarantine? (Europe, Asia Pac)

12 March 2020

For hotel owners and operators already facing nosedives in revenue, the corresponding guest costs, whether over a daily, weekly or monthly basis, can be significant. So who's picking up the tab resulting from these quarantines, and what can hotel owners and operators do now to limit their possible economic exposure later?

Eco-friendly practices and sustainability – a priority consideration in hotel operations

26 February 2020

DLA Piper recently co-hosted a roundtable lunch with PKF to discuss sustainability in the hospitality industry.

Openness of the greenbelt – visual impact only one aspect

21 February 2020

In *R (Samuel Smith Old Brewery (Tadcaster) and others) v North Yorkshire County Council* [2020] UKSC 3 the Supreme Court has ruled on the approach to be taken by a decision maker when considering "openness" in the context of paragraph 90 (now addressed by paragraph 146) of the NPPF.

An update on the impact of the coronavirus on business in Singapore

12 February 2020

Due to the evolving 2019 novel coronavirus (the "2019-nCoV") situation, the Ministry of Health (the "MOH") and the Ministry of Manpower (the "MOM") have issued several advisories which employers will need to be aware of. Employers and employees should ensure that they work together to comply with the various obligations and advisories given the various penalties that may be imposed. Additionally, it is recommended that both employers and employees regularly check the MOM and the MOH websites for the latest updates and advisories and to adopt the recommended measures proposed therein.

Hong Kong Government introduces mandatory quarantine measures

11 February 2020

On 9 February 2020, the number of deaths due to the rapidly spreading coronavirus in Mainland China officially surpassed the figure seen during the 2002/2003 SARS epidemic.

Numerous governments have been implementing restrictions barring entry to those with recent travel history through Mainland China, including Singapore, Japan, Australia and the United States. Following pressure from public health workers, the Hong Kong Government has now followed suit and has begun a mandatory two-week quarantine for anyone arriving from Mainland China.

EU Policy & Regulatory Alert

3 February 2020

On 29 January 2020, the new European Commission has adopted its 2020 annual Work Programme, announcing 43 new concrete policy and legislative measures to be introduced over the course of the year of 2020, and thereby translating into practice the Political Guidelines of new European Commission President Ursula von der Leyen.

APAC employment issues arising out of the Coronavirus (AsiaPac)

31 January 2020

On 29 January 2020, the number of confirmed cases of the rapidly spreading coronavirus in Mainland China officially surpassed the figure seen during the 2002/2003 SARS epidemic.

Multinationals with local operations around the APAC region have been significantly affected. As staff return to the office following the Chinese New Year holiday period, businesses are now considering what they can do to minimise any risk to health and safety and support staff through this challenging period where anxiety and uncertainty is rife, whilst at the same time complying with their employment obligations and maintaining business continuity. Putting in place detailed business and contingency plans and ensuring careful communications with staff to address key topics and concerns is key, as is keeping such plans and communications under frequent review given the fluidity of the current situation.

This alert considers some of the key issues that HR and business leaders should be considering across the APAC region.

Iran nuclear deal: the launch of the 'Dispute Resolution Mechanism' and the 'potential snapback' of UN and EU sanctions

17 January 2020

This week, France, Germany and Britain have triggered the Dispute Resolution Mechanism against Iran under the Joint Comprehensive Plan of Action (JCPOA). Will this process lead to the re-imposition of UN and EU sanctions on Iran?

EU launches preparatory work for a global sanctions regime for human rights violations

17 December 2019

On 9 December 2019, High Representative/Vice-President of the European Union Josep Borrell announced that the Foreign Affairs Council has agreed with strong consensus to start the preparatory work for a global sanctions regime to address serious human rights violations.

New European Commission Assumed Office on 1 December 2019

2 December 2019

The new leadership of the European Commission has officially assumed office yesterday, Sunday, 1 December 2019, for a five-year term. The newly assembled College of Commissioners obtained a comfortable majority in an approval vote in the European Parliament plenary session on Wednesday, 27 November 2019.

Duty of care to protect against third party acts

15 July 2019

Matt Duncombe and Eddy Steele comment on a recent High Court judgement impacting the duty of care requirements imposed on hotels, and perhaps the hospitality industry more broadly.

Senior Living in the UK

3 July 2019

The population of the UK is aging and the need to provide appropriate and accessible housing for older people is coming into sharp focus.

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.

UK Budget 2018

29 OCT 2018

On 29 October 2018, the UK Chancellor Philip Hammond delivered the final UK Budget before the Brexit deadline.

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.

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

TechLaw

5 March 2020

TECHLAW EVENT SERIES

Sydney

TechLaw

3 March 2020

TECHLAW EVENT SERIES

Melbourne

TopCo liability panel

25 JUN 2019

London

Media, Sport and Entertainment: Media Summit

7 MAR 2019

SECTOR EVENTS

London

TechLaw Event - "M&A for the New Digital Economy"

7 MAR 2019

[TECHLAW EVENT SERIES](#)

Amsterdam

Life Sciences - The Future of Medicinal Cannabis

6 MAR 2019

[SECTOR EVENTS](#)

London

Jetro - Africa Investment Forum

4 MAR 2019

[SECTOR EVENTS](#)

London

Boardroom Advisory Service seminar and Portrait Exhibition

28 FEB 2019

[SECTOR EVENTS](#)

London

Life Sciences - Equity Fundraising in Difficult Times

26 FEB 2019

[SECTOR EVENTS](#)

London

TechLaw Event - Online platforms - beyond playing innocence?

17 JAN 2019

[TECHLAW EVENT SERIES](#)

Amsterdam

What does Brexit mean for the hospitality industry?

6 DEC 2018

London

TechLaw London 2018

5 DEC 2018

[TECHLAW EVENT SERIES](#)

London

TechLaw Event - Virtual Competition

22 NOV 2018

[TECHLAW EVENT SERIES](#)

Amsterdam

Middle East Tech Summit 2018: The Digital Imperative

5 NOV 2018

[TECHLAW EVENT SERIES](#)

Dubai

TechLaw in Germany

14 JUN 2018

[TECHLAW EVENT SERIES](#)

Munich

[NEWS](#)

DLA Piper lawyers named Acritas Stars

10 March 2020

Acritas has named over 200 DLA Piper lawyers as 2020 Acritas Stars. Now in its fourth year, Acritas Stars highlights the stand-out lawyers in private practice as nominated by clients around the world. More than 3,000 senior in-house counsel feed into the nomination process to give a comprehensive view of highly recommended lawyers across the globe.

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.
