



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

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- Media, Sport, Gaming and Entertainment
- Real Estate

- 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

Employment law in 5: 5 developments to read for August in less than 5 minutes

9 August 2022

5 developments to read for August in less than 5 minutes.

California's new Extended Producer Responsibility Act is major addition to suite of plastic-focused laws

11 July 2022

SB 4 sets out the country's most ambitious restrictions on single-use plastics and packaging.

Tax incentives in Puerto Rico

6 July 2022

PANORAMA

In this handbook, we highlight some of the tax incentives available under the PR-IC for certain targeted activities that may apply for and obtain a tax decree to enjoy these incentives.

Employment law in 5: 5 developments to read for June in less than 5 minutes

8 June 2022

5 developments to read for June in less than 5 minutes.

Puerto Rico updates guidance for the management of COVID-19 cases

19 May 2022

The new guidance is applicable to all employers in the public and private sectors.

Protecting your IP in Russia: Best practices, action steps

18 May 2022

INTELLECTUAL PROPERTY AND TECHNOLOGY NEWS

US companies may take action in Russia to protect their IP rights, notwithstanding US economic and trade sanctions.

Employment law in 5: 5 developments to read for May in less than 5 minutes

5 May 2022

5 developments to read for May in less than 5 minutes.

California Attorney General issues non-compliance notices regarding loyalty program requirements under the CCPA

7 February 2022

The launch of the investigative sweep of businesses offering loyalty programs builds on recent enforcement efforts and signals the AG's latest CCPA enforcement priority.

California revives COVID-19 supplemental paid sick leave requirements

31 January 2022

Answers to some common questions about this anticipated requirement.

New year, new challenges – Top 10 trends for US employers

19 January 2022

Preparing for the scale and pace of change across an array of fronts.

California regulations on diverting organic waste go into effect January 1: new rules affect municipalities and food sector, bring opportunities for composting and biofuel businesses

16 December 2021

As more regulations implementing SB 1383 come into effect in the coming years, the demand for permissible ways to dispose of organic waste will only increase.

Hotel Management Agreements

13 July 2021

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.

EEOC updates guidance regarding employer COVID-19 vaccination policies; still more to come

15 June 2021

The updated guidance addresses mandatory vaccination policies, vaccination incentive programs and confidentiality requirements.

Employers in Puerto Rico must comply with new breastfeeding room requirements

25 February 2021

Requiring employers to provide a private, safe and hygienic space.

Puerto Rico: Employers must establish workplace harassment protocols – guidelines are available

23 February 2021

Employers in Puerto Rico have until August 2, 2021 to adopt protocols on workplace harassment.

Boardroom Brexit: What the deal means for trade in services

31 December 2020

[BOARDROOM BREXIT](#)

The TCA has substantial sectoral coverage, including professional and business services (e.g. legal, auditing, architectural services), delivery and telecommunication services, computer-related and digital services, financial services, research and development services, most transport services and environmental services.

Food and Beverage News and Trends

15 December 2020

[FOOD AND BEVERAGE NEWS AND TRENDS](#)

Industry urges vaccine prioritization for food workers; FDA will publicize outbreak investigations weekly; sesame, salmon, soymilk.

'Keep Calm and Carry On': Hilton's General Counsel talks COVID-19's impact on the hotel industry

7 December 2020

Stasia Kelly and Kristin Campbell discuss ways one of the world's largest hotel chains took an outside-the-box approach to doing business during the pandemic.

Food and Beverage News and Trends

16 November 2020

FOOD AND BEVERAGE NEWS AND TRENDS

FDA ordered to study risks of GM salmon, health experts urge strict limit on alcohol consumption, plus "lite," listeria, labels.

Approaches to developing and implementing a survival strategy for hotel owners facing COVID-19

9 November 2020

Developing a successful strategy will require significant up-front analysis, communication and cooperation among key stakeholders.

Q&A: Crescit Capital Strategies

9 November 2020

Joe Iacono of Crescit Capital Strategies offers thoughts on opportunities in the hotel industry and how the impact of the COVID-19 pandemic differs from the 2008-09 financial crisis.

Q&A: Square Mile Capital Management, LLC

9 November 2020

Michael Lavipour of Square Mile Capital Management, LLC predicts the future of shopping malls and explains why now is a good time to lend on hotel assets.

Puerto Rico: Legal and practical aspects of international arbitration

26 October 2020

Parties benefit from this legal framework to solve their disputes when conducting business in Puerto Rico.

Food and Beverage News and Trends

23 October 2020

FOOD AND BEVERAGE NEWS AND TRENDS

USDA sued over bioengineered-food rules; as jurisdictions address the pandemic, some developments for restaurants and bars; plus plant-based burgers, cell-based meat, "natural" applesauce.

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.

Public-Private Partnerships in Puerto Rico

21 MAR 2017

For those considering participating in P3s in Puerto Rico, this handbook summarizes the applicable legal framework and discusses why Puerto Rico is a favorable jurisdiction for entering into P3s.

FTC updates Q&A on Endorsement Guides – changes affect all types of media and endorsement: 5 takeaways

3 JUN 2015

The Endorsement Guides apply equally to all types of media and forms of endorsement

FDA's new menu labeling and vending machine requirements: 10 key answers for food businesses

2 DEC 2014

The new requirements apply nationwide and preempt existing state laws

EVENTS

Previous

Embracing Digital Evolution

15 September 2021

Webinar

Americas Lodging Investment Summit (ALIS) Conference

26 July 2021

Los Angeles

Planning for an Uncertain World

16 November 2020

TECHLAW EVENT SERIES

Webinar

NEWS

DLA Piper's 2022 *State of the Market Survey*: Bullish predictions in the face of pandemic recovery and global instability

17 May 2022

Ongoing economic uncertainty is not hindering broader optimism about the future for commercial real estate (CRE), according to DLA Piper's 2022 Annual *State of the Market Survey* report. Conducted in February and March of 2022, the Survey analyzes the views of CRE experts and leaders on the pandemic recovery, economic outlook, attractiveness of investment markets and overall expectations over the next 12 months.

DLA Piper lawyers and practices ranked in latest Chambers edition

1 June 2021

DLA Piper today announced that the firm received 216 lawyer rankings and 94 firm rankings in *Chambers USA's* 2021 guide.

DLA Piper partners and firm COO named to *Law360* 2021 Editorial Advisory Boards

10 May 2021

DLA Piper is pleased to announce that 11 of its lawyers, as well as firm COO Bob Bratt, have been named to *Law360's* 2021 Editorial Advisory Boards.

DLA Piper's 2021 Annual Global Real Estate *State of the Market Survey*: Resiliency is the new normal for the CRE market

5 May 2021

Commercial real estate (CRE) experts' outlook on the CRE market has returned to optimism, according to DLA Piper's 2021 Global Real Estate Annual *State of the Market Survey*.

DLA Piper announces new sector leadership

10 March 2021

DLA Piper is pleased to announce several recent changes to the firm's sector leadership.

DLA Piper advises Stifel in Tastemaker Acquisition Corp.'s US\$276 million IPO and advises Stifel and Nomura in OCA Acquisition Corp.'s US\$149.5 million IPO

21 January 2021

DLA Piper represented Stifel as sole book-running manager of the US\$276 million initial public offering by Tastemaker Acquisition Corp., a special purpose acquisition company (SPAC) focused on the restaurant, hospitality, and related technology and service sectors globally.

DLA Piper advises investor Ira Lubert in agreement with Bally's Corporation to construct and manage Pennsylvania casino

5 January 2021

DLA Piper represented private equity investor Ira Lubert in a US\$120 million agreement with Bally's Corporation to jointly design, develop, construct and manage a Category 4 licensed casino in Pennsylvania.

DLA Piper advises Mirae Asset Global Investments in refinancing of iconic Fairmont San Francisco hotel

24 November 2020

DLA Piper represented Mirae Asset Global Investments in the refinancing of the iconic Fairmont San Francisco hotel with a US\$150 million loan from United Overseas Bank Limited.
