



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:

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- Media, Sport, Gaming and Entertainment
- Real Estate

- 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 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

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.

Puerto Rico enacts act prohibiting workplace harassment

28 August 2020

The law creates a new course of action for employees and imposes additional responsibilities on employers. It is effective immediately.

Puerto Rico tightens restrictions and sanctions for businesses to control continued spread of COVID-19

26 August 2020

The Executive Order aims to significantly tighten restrictions to control the continued spread of COVID-19.

Georgia shields businesses and other entities from COVID-19 liability claims and lawsuits

25 August 2020

The act protects businesses and other entities from certain liability claims and lawsuits related to the transmission of COVID-19 allegedly occurring on their premises.

Release of exposure draft legislation for major reforms to Australia’s Foreign Investment Framework

10 August 2020

Many governments around the world have been strengthening their laws relating to foreign investment. Australia is no exception to this development and has just released proposed sweeping reforms to its foreign investment regime. In this article, we provide a high level overview of the key proposed amendments and our thoughts on how some of those proposals are likely to affect foreign investment into Australia.

Vlog series: How to raise equity capital during the Coronavirus pandemic (UK)

4 August 2020

The first half of 2020 has seen an unprecedented volume of activity by companies raising capital through follow-on equity offerings on the London Stock Exchange in response to the Coronavirus pandemic. There have been over 140 equity issues on the London Stock Exchange's main market or AIM since 20 March 2020 raising more than GBP14 billion.

eSignature and ePayment News and Trends

30 July 2020

[ESIGNATURE AND EPAYMENT NEWS AND TRENDS](#)

OCC says national banks may provide cryptocurrency custody services – plus latest legal, regulatory and case law developments

Amid spike in positive cases, Puerto Rico tightens restrictions for businesses and tourism

21 July 2020

The restrictions impact certain businesses, particularly in the food and beverage, entertainment and tourism industries.

eSignature and ePayment News and Trends

2 July 2020

[ESIGNATURE AND EPAYMENT NEWS AND TRENDS](#)

Honoring National ESIGN Day – plus latest legal, regulatory and case law developments

New Dutch Franchise Act poses challenges for franchisors

1 July 2020

[FRANCAST](#)

The legislation offers a number of protections to franchisees, which will be problematic for foreign franchisors who transact with well-established Dutch franchisees. The law will take effect on January 1, 2021, although it provides a two-year transition period for existing agreements.

Australia tightens rules on foreign investment

17 June 2020

In this article we summarise the tax-related developments from early June 2020, as Australia takes a more stringent approach towards compliance procedures involving foreign investments.

COVID-19 spurs digital transformation and electronic use and acceptance

3 June 2020

Steps to help to ensure enforceability and meet compliance obligations.

eSignature and ePayment News and Trends

3 June 2020

ESIGNATURE AND EPAYMENT NEWS AND TRENDS

COVID-19 spurs digital transformation and electronic use and acceptance, plus latest legal, regulatory and case law developments.

Hospitality Top of Mind: COVID-19 sector insights

20 May 2020

Top COVID-19 considerations for the Hospitality sector.

Coronavirus: Changes to rules governing meetings and the execution of company documents (Australia)

7 May 2020

Certain requirements in the *Corporations Act 2001* (Cth) (**Corporations Act**) relating to shareholders meetings, and document signatures, are not compatible with public health requirements for social distancing during the coronavirus pandemic. In order to facilitate these important corporate functions during this period, on May 6, 2020 the Australian Federal Government introduced the Corporations (Coronavirus Economic Response) Determination (No. 1) 2020.

This determination modifies the legislative requirements regarding meetings and execution of company documents. These changes come into force on 6 May 2020, and will expire after six months, on 5 November 2020.

COVID-19: New York and Other Northeast Council states take phased approach to reopening economy

6 May 2020

These developments raise a number of immediate questions and considerations for businesses operating in the region.

Coronavirus: Directors' duties and making decisions in a crisis (Australia)

4 May 2020

Directors need to carefully consider the risks of the COVID-19 outbreak within their business, given its impact on the global economy. As many now face significant, and increasing, cash flow pressure, directors should carefully consider their actions in the context of the legal framework.

In this new guide we have set out the practical steps directors should be taking to protect their company and its business going forwards.

Coronavirus: reopening businesses – compliance risks

24 April 2020

Companies looking to reopen are urged to do so in compliance with varying, changing government restrictions to avoid longer term liabilities that could potentially outweigh short term gains

Adapting to a new consumer market

15 April 2020

As consumer-facing businesses consider changes in their business models, avoiding legal pitfalls in some key areas is necessary for a successful transition.

Hotel Management Agreements and COVID-19

15 April 2020

This note considers the impact of the COVID-19 pandemic on hotel management agreements (HMAs), particularly HMAs which hotel owners have entered into with large upscale brands.

COVID-19: New York State provides new guidance on essential businesses

13 April 2020

The Guidelines raise a number of immediate questions and considerations for New York businesses.

A Call for Action: UNWTO, Supporting Jobs and Economies Through Travel and Tourism

7 April 2020

Contract analysis in a crisis: flowcharts

7 April 2020

Flowcharts providing considerations for analyzing commercial contracts in the context of the COVID-19 pandemic through a logical process flow that can serve as a practical checklist.

Cost-cutting considerations in the time of COVID-19 (Part 3 – employment issues outside the US)

7 April 2020

A deeper dive into various cost-saving measures and their viability for employers outside the US.

COVID-19 and the "essential business" designation: Practical guidance for businesses that fall in the gray area between "essential" and "non-essential"

6 April 2020

Certain frequently asked questions as well as practical guidance.

Hospitality industry update: President signs into law massive COVID-19 relief and economic stimulus package

3 April 2020

Phase 3 in the ongoing federal government efforts to respond to the health and economic implications of the COVID-19 pandemic.

Beyond social distancing: What employers need to know to keep their workplaces safe and manage privacy obligations in the face of COVID-19

2 April 2020

Guidance from OSHA, EEO and CDC to help employers seeking to protect the health, safety and privacy of their on-site employees.

Coronavirus: Cybersecurity considerations for your newly remote workforce (United States)

31 March 2020

Cyber risk management involves balancing the productivity of a workforce with ensuring confidentiality, integrity and availability of the company's own systems and data, as well as that of their supply chain.

Coronavirus: DHS Response to COVID-19 - What US Employers Need to Know

29 March 2020

Key questions and answers related to the new DHS guidance.

Coronavirus: Cyber hygiene practices

25 March 2020

While the world is responding to the coronavirus disease 2019 (COVID-19), and individuals are increasingly focused on personal hygiene and social distancing, augmenting cyber hygiene efforts at home and at work are increasing in importance too.

Coronavirus: Employee furloughs, reductions-in-force and similar temporary cost-saving measures (Part 2 – Employment issues outside the US)

25 March 2020

A general overview of key employment issues to consider outside of the US in light of COVID-19.

Coronavirus: Employee furloughs, reductions-in-force and similar temporary cost-saving measures in the US - Part 1

25 March 2020

Key employment-related issues for US-based employers in relation to cost-saving measures due to COVID-19.

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.

The age of growing viral outbreaks: key contract considerations in a world facing the latest outbreak – COVID-19 (Global)

13 March 2020

The effect of viral outbreaks on overall business continuity and performance as a priority in assessing operational, reputational and contract risks and their potential consequences and liabilities.

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?

Negotiations begin on legislation to mitigate economic impact of coronavirus outbreak: Congressional tax writers seek your input

10 March 2020

The Congressional tax writers are seeking private sector input in two different but equally important forms.

DLA Piper to provide tax relief input to Congress from businesses impacted by coronavirus

9 March 2020

Of particular concern is the travel and tourism sector, but the Committee staff is open to considering the impact on other economic sectors.

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.

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

12 February 2020

Due to the evolving 2019- nCoV acute respiratory disease (the COVID-19) situation, the Ministry of Health (the MOH) and the Ministry of Manpower (the MOM) have, since January 2020, issued advisories which employers will need to be aware of. In particular, the MOH and MOM have, since our last update on February 12 2020, updated and issued new advisories due to the increased risk of importation of COVID-19 into Singapore.

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.

New obligations targeting human trafficking for employers in California – and across the US

11 February 2020

Employers across the United States should consider these new obligations and carefully determine what actions they may be required to take in the workplace.

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.

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

TechLaw

31 July 2020

TECHLAW EVENT SERIES

Webinar

The unique issues in restructuring or working out hotels and senior housing during a pandemic

30 July 2020 | 2:00 - 3:00 ET

Webinar

Hotel Optimization by Hotel Management

9 June 2020 | 10:50 - 11:30 EST

Webinar

TechLaw

5 March 2020

TECHLAW EVENT SERIES

Sydney

TechLaw

3 March 2020

TECHLAW EVENT SERIES

Melbourne

Loyalty Land Mines: Legal Issues Related to Brand Loyalty Programs

25 October 2019

Washington

NEWS

DLA Piper partner Lynn Cadwalader receives 2021 Women in Real Estate award from *Connect CRE*

20 October 2021

DLA Piper is pleased to announce that San Francisco-based partner Lynn Cadwalader was one of only 10 lawyers to receive a 2021 Women in Real Estate Award in the "National" category from *Connect Commercial Real Estate*. The award honors women "with achievements and inspirational stories who have reached respected positions of leadership and play key mentorship roles for others in commercial real estate."

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.

DLA Piper lawyers and practices ranked in latest Chambers edition

8 May 2020

DLA Piper today announced that the firm received 172 lawyer rankings and 71 practice rankings in *Chambers USA's* 2020 guide.

DLA Piper advises OneSpaWorld in US\$75 million investment

5 May 2020

DLA Piper represented OneSpaWorld Holdings Limited, a global provider of health and wellness services and products on cruise ships and in destination resorts around the world, in an agreement to sell US\$75 million in common equity and warrants to Steiner Leisure Limited and its affiliates and other investors.

DLA Piper advises Cloudbeds in its US\$82 million Series C financing

13 March 2020

DLA Piper represented Cloudbeds, a San Diego-based hospitality management solution provider, in its recent US\$82 million Series C financing.

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's Hospitality and Leisure group honored again as a *Law360* Practice Group of the Year

13 January 2020

DLA Piper is pleased to announce that *Law360* has named the firm's Hospitality and Leisure group a Practice Group of the Year for 2019.

DLA Piper advises Phil Ruffin in closure of US\$825 million acquisition of Circus Circus

24 December 2019

DLA Piper represented real estate investor and Treasure Island owner Phil Ruffin in the recent closure of a US\$825 million acquisition of MGM Resorts International's Circus Circus hotel and casino property located on the Las Vegas Strip.

DLA Piper advises Harbert Growth Partners in its investment in WhyHotel

12 December 2019

DLA Piper is pleased to announce that the firm represented Harbert Growth Partners as lead investor in the US\$20 million Series B financing of WhyHotel.

Lynn Cadwalader named a *Law360* Hospitality MVP

2 December 2019

DLA Piper is pleased to announce that Lynn Cadwalader has been named a 2019 *Law360* Hospitality MVP.
