



**Horwath HTL**

*Hotel, Tourism and Leisure*

**Hospitality Crisis Management**

**Business  
Recovery**

# Mitigate Risk. Build Resilience. Improve Performance. Reduce Costs.

Our Business Recovery Service (BRS) provides our clients with independent expertise aimed at the effective and efficient resolution of difficult situations, minimizing inherent risks and looking for underlying opportunities.

Our BRS has been specially designed to help financial institutions that are forced to take over hotels they have financed in the past, as well as offer professional advice to hotel owners who require an improvement in the profitability of their businesses and/or assistance with meeting their financial obligations.

Our success is based on our team of professionals, with extensive experience in all relevant aspects of the business, which allows us to understand the problems and propose the most appropriate solutions beyond the short term.

Given the current challenge caused by the COVID-19 pandemic, combined with the economic slowdown which we anticipated in the last quarter of 2019, the likely scenarios are as follows:


- **Lower income due to low occupancy and low average prices in the face of a period of economic contraction.**
- **Variable and fixed cost structures in line with production levels prior to the current economic slowdown.**
- **High debt ratios versus the future generation of cash flow of some hotel groups and properties.**
- **Budgets and Business Plans that have become obsolete.**

## Our Services include:

- **Financial sustainability reports with the objective of refinancing or restructuring the debt**
- **Refinancing and / or debt restructuring**
- **Advice on divestment plans for hotel chains**
- **Search for a minority equity partners to boost cash reserves**
- **Advice on budget adjustment and analysis and/or business plan 2020-2023**
- **Investor search to implement an asset divestment plan**
- **Search for a new operator**
- **Analysis and renegotiation of rental agreements**
- **Independent Business Review for lenders and investors**
- **Advice on the measures of financial aid offered by State and Public Organizations**
- **Search for hotel asset opportunities for investors**
- **Mergers and Acquisitions**

## Our Approach:

**1**  **INITIAL AUDIT**  
Business Plan definition

**2**  **RESULTS**  
Reporting, follow-up and corrective measures

**3**  **IMPLEMENTATION**  
Carried out in collaboration with management, under leadership of Horwath HTL



***For further information or to arrange for Business Recovery support, please contact your local Horwath HTL 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
- Health & Wellness

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



# Horwath HTL

*Hotel, Tourism and Leisure*

## AFRICA

[Ivory Coast](#)

[Rwanda](#)

[South Africa](#)

## ASIA PACIFIC

[Australia](#)

[China](#)

[Hong Kong](#)

[India](#)

[Indonesia](#)

[Japan](#)

[Malaysia](#)

[New Zealand](#)

[Singapore](#)

[Thailand](#)

## EUROPE

[Andorra](#)

[Austria](#)

[Croatia](#)

[Cyprus](#)

[France](#)

[Germany](#)

[Greece](#)

[Hungary](#)

[Ireland](#)

[Italy](#)

[Netherlands](#)

[Poland](#)

[Portugal](#)

[Serbia](#)

[Spain](#)

[Switzerland](#)

[Turkey](#)

[United Kingdom](#)

## LATIN AMERICA

[Argentina](#)

[Brazil](#)

[Dominican Republic](#)

[Mexico](#)

## MIDDLE EAST

[UAE & Oman](#)

## NORTH AMERICA

[Atlanta](#)

[Denver](#)

[Los Angeles](#)

[Miami](#)

[Montreal](#)

[New York](#)

[Norfolk](#)

[Orlando](#)

[Toronto](#)