



Hospitality Advisory Services for Lodging Owners and Investors

The Plasencia Group is uniquely qualified to assist you during this period of turmoil and economic uncertainty.

In light of the impact of the COVID-19 pandemic, hotel and resort owners have been faced with unprecedented and difficult decisions over both the short- and long-term horizons. Considerations such as shutting down hotels, laying off workforces, working with lenders and servicers, seeking relief through government programs and exiting real estate holdings altogether have become the new norm. Swift action requires sound and timely thought and analysis.

Relying on decades of experience with previous economic downturns, The Plasencia Group's senior advisors offer you unvarnished third-party advice and counsel in making difficult decisions and in dealing with lenders, servicers, brands, operators and contractors. Our tenured team has lived through it all. Through the 9/11 attacks, the financial crisis of 2008, Hurricane Katrina in Louisiana, and numerous natural disasters across the U.S. and the Caribbean, our seasoned veterans stood side by side with our clients, guiding them through the debt minefield. With the benefit of having successfully navigated through these events, we have developed tried-and-true strategies and action plans to assist hotel owners and their management teams through challenging times.

The Plasencia Group's Crisis Strategies and Advisory Services for Hospitality Owners and Investors

IMMEDIATE

Triage and Initial Assessment

Our advisory team is prepared to assist you in immediately addressing the most pressing issues related to your hotel holdings.

Steps in the Triage and Initial Assessment process include:

- ▶ Guide you through discussions and negotiations with your lender or servicer to include pre-negotiation agreements, P&I deferrals, default deferrals, operating covenants, suspension of operations, use of reserves, SNDA issues, lender consents, loan modification fees and myriad other loan-related challenges.
- ▶ Visit the property, when safe and practical, to get a sense for the environment on the ground.
- ▶ Analyze current and near-term performance and develop projections needed for lender discussions.
- ▶ Prepare a stress test analysis to assist you in smoothing those conversations with your lender.
- ▶ Enhance your operational capabilities in the eyes of your lender and servicer to assure them that they are getting the **complete and accurate** information they require, in a succinct and legible manner, and in a format that they are familiar with.
- ▶ Explore options for refinancing or restructuring of current debt.
- ▶ Pursue business interruption insurance on behalf of ownership.
- ▶ Navigate through the PPP application process, including collecting the correct data needed for the application, obtaining lender consents, interfacing with your lender regarding dissemination of funds, and ensuring that the funds are properly allocated so as to not void the loan forgiveness provisions.
- ▶ Interface with brands to seek potential relief on fees, charges, shared service costs, etc.
- ▶ Assist you or your operator in developing realistic longer term operating projections based on up-to-the-minute information we are gathering from sources around the country, including other owners, management companies, industry data repositories and our own portfolio of asset management properties.
- ▶ Negotiate with local taxing bodies to obtain tax relief.

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SHORT-TERM AND RECOVERY

Ramp-Up and Stabilization

Once immediate hurdles have been overcome, our team can continue to assist owners in quickly and efficiently ramping up operations at their hotels and resorts.

Steps in the Ramp-Up and Stabilization process include:

- ▶ Review your property operator's plans to ramp-up operations to ensure they are designed in a cost-effective and efficient manner.
- ▶ Perform a pricing assessment to determine the most profitable rate and occupancy balance.
- ▶ Oversee an aggressive on-property sales and marketing effort aimed at quickly restoring the hotel's base of business to pre event levels.
- ▶ Evaluate lost business and implement a strong marketing plan to solicit transient and group business.
- ▶ Analyze competitive properties to ensure that the hotel is in an advantageous position when reopening.
- ▶ Shepherd the rehiring and reorientation process for employees who were furloughed, and evaluate the most efficient staffing of various hotel departments.
- ▶ Serve as a stabilizing presence, representing ownership, to bring the property's operations back to previous performance levels in a timely manner.
- ▶ Make sure safe hygienic practices have been put in place to ensure guest and employee safety.
- ▶ Prepare the hotel for refinancing, sale or long-term hold, depending on ownership's preferences.

LONG-TERM

Continued Asset Management or Investment Sales

Our Asset Managers are exceptionally well-equipped to assist hotel owners and investors in transacting their hotels and resorts should a longer term oversight relationship be warranted.

The firm's Hospitality Advisory Services team has overseen the operations of numerous high-profile lodging assets across the U.S. through its Asset Management division. Over the years, our professionals have worked with nearly every major brand, property type and operator across the lodging investment arena.

Our asset management team assists hotel and resort owners throughout the planned investment horizon, meanwhile becoming thoroughly familiar with the asset's features and upside potential that would be of interest to potential purchasers. Once the property has ramped back up, it may be prudent for ownership to consider exiting the investment.

Since 1993, The Plasencia Group has been a national leader in hospitality investment transactions across North America, providing personalized advisory services to our clients, including institutional and corporate owners, family offices and high-net-worth individuals.

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ADDITIONAL STRATEGIES

Development or Renovation Projects

Owners may also take advantage of the current slow-down in business as an opportunity to pursue capital projects without the concern of interrupting guest experiences or property operations. The Plasencia Group's Development Management Consulting division offers a comprehensive menu of services to owners, including project administration, budget and schedule management, contractor and consultant negotiation, design process management, brand negotiation, and procurement management. In this time when supply chains and construction employee pools may be tenuous, our team can shepherd projects and act in owners' best interests.

Our firm is here to assist our industry friends and clients in these unprecedented times. Our wide range of services allows owners to focus on the bigger picture with the comfort and confidence that a trusted advisor is addressing their hotel needs. If The Plasencia Group may be of assistance in any way, please call us at **(813) 932-1234** or email us at **info@tpghotels.com**.



Local knowledge. National Presence. Exclusively Hospitality.

Contact us today if our experienced advisory team can assist you in evaluating your current portfolio and strategizing for the weeks and months ahead. We look forward to the opportunity to serve you.

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