

# DO YOU NEED CLARITY IN THIS TIME OF TOURISM **UNCERTAINTY?**

The tourism industry is experiencing unprecedented challenges and businesses are struggling with decision inertia given the constant exogenous influences and changes to the sector. Our research shows that 4 out of 5 businesses in the South African tourism industry remain open, which demonstrates the resilience of tourism business owners.

This resilience is helping your business to survive, however, uncertain times are here to stay for the foreseeable future and sadly, past tourism is no longer an indication of future tourism. The challenge right now is that we have no insight into how many more COVID 'waves' and related lockdowns we are to face.

How then do you as business owners make decisions for your current realities, never mind your future plans to gear up for a tourism turn-around?

Given 35 years of tourism advisory experience, the BDO specialist tourism team has deep expertise across the tourism value chain (accommodation, meetings industry, tour operators/travel agents, transport operators, attractions, tourism retail, tourism services, etc.). Let us help you rethink your business strategy and operations in order to navigate the worrying issues that are keeping you iniminiminini awake at night....

### Your concerns

## **Our solutions**

I want to access the new Tourism Equity Fund

- Valuation of your business for sale or investment purposes
- · Commercial and financial due diligence of your business for sale or investment purposes
- · Develop business plans for submission to banks and for equity funding
- · Develop financial projections and cash flow forecasts
- Develop bankable feasibility studies
- · Assistance with completion of equity funding documentation
- · Identifying and negotiating with equity partners

I need to rethink my business strategy / markets

- · Performance analysis
- Business strategy development
- Researching new products and markets
- Market and financial feasibility studies for change/new products and markets

I need assistance on funding arrangements and business structure

- Determining best options for investment/financing
- · Valuation of your businesses for new investment or refinancing
- Developing bankable feasibility studies
- Assistance with negotiations with private banks and DFIs • Redesign of business structure and legal documentation
- · Review of agreements and negotiation of terms

I want to outsource/ insource operations

- · Operator identification and selection process
- · Operations performance review
- Management contract review of existing and new operators
- · Assistance in negotiation with potential operators

I want to have appropriate human resources to ensure business optimisation

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- · Restructuring of business to ensure future fit organisational design
- · Recruitment plans for new staff
- · Retrenchment processes for existing staff
- · Developing HR strategies, policies and plans

I need legal support services

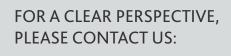
- Any analyses and studies to support your legal issues
- Expert witness assistance in respect of legal proceedings
- · Advising, negotiating and drafting of legal agreements and documentation

From government departments, to private businesses, our solutions are customised to your needs - no matter how large or small your tourism business.

Our clients value our solutions and service approach:

Our clients rate our Tourism team highly with a net promoter score of 98. What do our clients say about us:

- "Very efficient and always available if there was a query/clarification required"
- "BDO were professional, competent and experienced working with the Public and Private sectors"
- · "Always professional in their interactions and goes the extra mile providing service of the highest order"
- · "Appreciative of the authenticity of the report and the quality of reporting. We were kept fully informed of any issues arising during the project so that these could be resolved without undue delay. The project was completed within a very tight deadline."



We are always available to discuss your needs. Send us an e-mail or give us a call today:

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For detailed information on our services and past project experience please visit:

www.bdo.co.za









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