



chicos 2013

HVS Caribbean Hotel Investment Conference
and Operations Summit



**Caribbean Hotel Investment
Conference & Operations Summit**

**November 7-8 2013
The Hard Rock Hotel & Casino
Punta Cana - Dominican Republic**



WELCOME



Parris E. Jordan

Managing Director
HVS Caribbean
Chairman - CHICOS

Dear CHICOS Delegate,

It is my honor to welcome you to the third annual Caribbean Hotel Investment Conference & Operations Summit at the beautiful Hard Rock Hotel and Casino in Punta Cana, Dominican Republic. Whether you are returning to CHICOS from prior years, or joining the conference for the first time, we hope you find the next two days productive, informative, and valuable.

This year's CHICOS conference marks a shift in two important ways. First, this year HVS has partnered with two regional organizations to organize and produce the conference. HVS is delighted to welcome the Caribbean Hotel & Tourism Association (CHTA) as well as the Caribbean Tourism Organization (CTO) as CHICOS partners in 2013 and going forward. Due to our commitment to excellence and the support of the members of our CHICOS advisory board, the high level quality of panels, speakers and discussions continues to be current and very strong. The networks between participants have expanded, and the potential for development and growth in the Caribbean hospitality industry is improving. CTO, CHTA, and HVS, three entities representing the public, private, and professional sectors, respectively, have cooperated and collaborated to bring together the premier and official Caribbean Hotel Investment Conference where the various stakeholders and decision-makers meet to network in a productive, educational and enlightening environment.

The second major shift as it pertains to CHICOS this year is the hosting of our event in the Spanish speaking country of the Dominican Republic. Historically located in the Bahamas, CHICOS is, for the first time, taking place in a different Caribbean country. As one of the leading destinations in the Caribbean, the Dominican Republic continues to generate tremendous interest from international travelers seeking warm weather vacations and also from investors interested in hospitality and tourism investment opportunities. In 2012, approximately 25% of all visitors to the Caribbean region, visited the Dominican Republic and with the diversification of the hotel products that opened in the recent past as well as the projects that are in the pipeline, the Dominican Republic is positioned to remain as one of the leading destinations regionally and internationally. In addition to the members of our international advisory board, our team has the highest gratitude for the support of our local advisory board, whose members helped organize from the local level to ensure the success of CHICOS this year.

Often times, change is a good thing, but we don't want to stray from the core beliefs of what we consider CHICOS to provide to you, our delegates. The goal of this conference is, as always, to provide a forum for industry experts, both international and regional, to discuss, confer, and create. We want to see great minds collaborate and come together to develop, produce, and inspire. The potential for this region is enormous, and with recent positive trends and the opportunity to reflect on what challenges remain, the outlook looks brighter for the well informed. With an unprecedented number of attendees participating this year, CHICOS represents a genuine combined effort on the part of government and the private sector to ignite growth and improve investment opportunities in the region.

I hope that in its third year, you find CHICOS to provide you with results; whether you meet new partners, discover new opportunities, expand your brand, or learn a little (or a lot) about the region. You are surrounded by peers who share your desire to grow. The region as a whole will benefit from the support of our sponsors, partners, speakers and attendees. I look forward to meeting you in person and wish you the best during your time here and thank you tremendously for your support towards making CHICOS the premier Caribbean Hotel Investment Conference.

Kind Regards,

A handwritten signature in black ink that reads "P. Jordan".

Parris E. Jordan
Managing Director
HVS Caribbean



Richard Doumeng

President
CHTA

Dear CHICOS Delegate,

Welcome to the third annual Caribbean Hospitality Investment Conference and Operations Summit (CHICOS), the official investment conference of our region.

On behalf of the Caribbean Hotel & Tourism Association (CHTA) and the Caribbean Tourism Organization (CTO), we are excited that you have chosen to attend. For the previous 16 years, CHTA and CTO hosted the Caribbean Hotel & Tourism Investment Conference (CHTIC) and starting this year and going forward, we have forged a partnership with HVS to stage this important industry event focusing on the investment opportunities for the Caribbean region.

Under the direction of Parris E. Jordan, managing director of HVS in the Caribbean and executive director of the CHICOS conference, this new partnership allows us to elevate the stature of the investment conference. The event is highlighted by panels led by high-level officials from the private and public sectors lending their expertise on important topics impacting our region.

I know you will find the program agenda to be dynamic with sessions focusing on Investment in the Region, Successful Developers, the Caribbean as an Asset, Airlift to the Caribbean, China's Interest in the Caribbean Hospitality and Tourism Sectors and a host country profile of investing in the Dominican Republic.

Thank you to all of our Strategic Partners and sponsors whose support has enabled us to stage this year's CHICOS. I also extend a very special thank you to our host country, the Dominican Republic, and all of the members of the host committee who have meticulously planned the details of the event. I also thank our host hotel, the Hard Rock Hotel & Casino Punta Cana, for providing accommodations for the event.

I hope you have a very successful CHICOS event. I look forward to meeting you through the conference.

A handwritten signature in blue ink that reads "Richard J. Doumeng". The signature is written in a cursive style and is placed on a light blue rectangular background.

Richard Doumeng
President
Caribbean Hotel and Tourism Association

THURSDAY, NOVEMBER 7, 2013

7:00 am - 9:00 pm - **REGISTRATION OPEN**
Hospitality Desk – Avalon & Fillmore Ballrooms

7:30 am - 8:30 am - **NETWORKING BREAKFAST**
Fillmore Ballroom 6&9

8:30 am - 9:45 am - **HOTEL MARKET TRENDS**
Fillmore Ballroom 6&9

Global Trends

Stephen Rushmore, Jr., MAI, President & Chief Executive Officer - HVS

Global & Regional Hotel Performance

Carter Wilson, Director - STR Analytics

Overview of Caribbean Lodging Market

Parris Jordan, Managing Director, Caribbean - HVS

Overview of Global Economy

Adam Sacks, President - Tourism Economics

9:45 am - 10:45 am – **GENERAL SESSION**
Fillmore Ballroom 6&9

HOSPITALITY LEADERS - OUTLOOK

Join our panel of investors, owners and operators in a discussion of the major issues impacting the industry in the region today. The region has been impacted significantly over the past five years but we are starting to see recovery. But is this enough to get the investment and lending communities excited about the region again? What hurdles do we still need to get over? Where do these experts see opportunities? These experts will discuss what has attracted them to the region historically, the obstacles that the industry has been dealing with and how they are overcoming the impediments to successful operations, investment and development. They will discuss whether the challenges in the Caribbean region are significantly different than in other parts of the world or whether the same issues are present and what can be learned from the experience elsewhere. Finally, they will discuss how the industry within the region may evolve over the next few years and where their focus is.

Moderator:

David Larone, Director – PKF Consulting

Panelists:

David Brillembourg, Chairman and Chief Executive Officer – Brilla Group

Frank Elias Rainieri, VP of Business Development & Real Estate - Grupo PUNTACANA

Kenny Blatt, Principal and Chief Operating Officer – Caribbean Property Group

10:45 am - 11:10 am - NETWORKING COFFEE BREAK - SPONSOR EXHIBITS

Avalon Prefunction

11:10 am -12:10 pm – GENERAL SESSION

Fillmore Ballroom 6&9

THE CARIBBEAN AS AN ASSET CLASS - VIEW FROM THE CAPITAL PROVIDERS

The strong recovery in the US capital markets despite saturation in certain domestic casino regions are driving casino and leisure operators and investors into secondary markets, in search of value-add / alternative strategies producing compelling yields and returns. This session is catered towards investors and managers who are either considering or are already targeting the Caribbean within their overall portfolios, with a focus on the region's casino and leisure offerings. Specifically, the relationship between target returns and the time, capital, legal, and regulatory hurdles required to achieve those returns will all be explored. The panel is intended to be interactive and dynamic as it is composed of best-in-class investors, property managers and transaction-oriented advisors who are currently active in the region.

Moderator:

Adam Rosenberg, Managing Director, Global Head of Gaming – Goldman Sachs & Co.

Panelists:

Mark Schwartz, Vice President – Och Ziff Real Estate

Mirtha M. Cabral, Executive Vice President - Playa Grande Holdings, Inc. (a Dolphin Capital Investors co.)

William Sipple, Executive Managing Director – HVS Capital Corporation

PROGRAM

12:10 pm - 1:10 pm – **BREAKOUT SESSION 1 A**

Fillmore 8/11

ALL-INCLUSIVE HOTELS - REASONS FOR THEIR SUCCESS

One of the key reasons behind the success of the all-inclusive resort product in our region is its ability to appeal to a broad range of target markets. Our panelists will discuss some of the reasons how they have been able to successfully attract the following segments to their resorts: beach lovers, couples - including the active set, the honeymoon/romance & peace/quiet set, families with smaller children/younger kids and families with ‘tweens’ and teenagers, multi-gens, groups, luxury, etc. The main objective of this panel is for key players in this niche to convey various market and product characteristics that have been proven to be successful for their unique brands.

Moderator:

John Lancet, Managing Director – HVS Miami

Panelists:

Denis Ebrill, EVP Product Development, North America – Melia Hotels International

Louis Alicea, Director of Development, Latin American & Caribbean – Wyndham Worldwide

Nelson Parker, Head of Development - Hotels & Casinos, The Americas - Hard Rock International

Patrick McCudden, Senior Vice President of Real Estate & Development – Hyatt International

12:10 pm - 1:10 pm – **BREAKOUT SESSION 1 B**

Fillmore 7/10

EMERGING SOURCE MARKETS AND NEW INVESTORS - THE PARADIGM SHIFT

As the investment climate continues to improve we review what type of owners/investors are active in the market. Is there investment money from China, from South America? As the region targets investors from those regions do we also expect to attract more Asian and South American travelers? We will consider the potential for project funding via Citizenship by Investment Programs and ask the question which is more important to the investor - the passport or the underlying real estate investment? Also, realistically, how can/should the Caribbean market possibly compete against the US EB5 program? Against this backdrop are there any signs of local banks getting back into resort financing? Can we expect the brands to offer key money anytime soon? Finally, we will ask each panel member for an example of “non-conventional” financing. A not to be missed session!

Moderator:

Mike Wilson, Chief Operating Officer – OBM International

Panelists:

Andrew Miele, Development Manager - Four Seasons Hotels and Resorts

Jose Ariza, Principal – Ariza, Ariza and Asociados

Patrick Freeman, President - Cisneros Real Estate

Plato Ghinos, President – The Shaner Group

Roland Mouly, Vice President Development, Latin America, Mexico and Caribbean - Carlson Hotel Group

1:10 pm - 2:20 pm - NETWORKING LUNCH - HOSTED BY INTERVAL INTERNATIONAL
Avalon Prefunction

2:20 pm - 2:40 pm - PRESENTATION ON THE DOMINICAN REPUBLIC

Dr. Jean Alain Rodriguez, Secretary of State and Executive Director – Centro de Exportación e Inversión de la República Dominicana (CEI-RD)
Fillmore Ballroom 6&9

2:40 pm - 3:30 pm - GENERAL SESSION

COUNTRY FOCUS: THE DOMINICAN REPUBLIC INVESTMENT OUTLOOK

What is the investment temperature in the Dominican Republic?

As the overall Caribbean market recovers the local government is working with investors to revitalize the hospitality sector and generate additional investment into the hospitality and tourism sector in the Dominican Republic.

Moderator:

Richard Katzman, Managing Director – HVS Mexico

Panelists:

Dr. Jean Alain Rodriguez, Secretary of State and Executive Director – Centro de Exportación e Inversión de la República Dominicana (CEI-RD)

Enrique de Marchena Kaluche, Founder and Managing Partner – DMK Lawyers Central Law República Dominicana

George Spence, Managing Principal – Leading Property Group

Juan Llado, President – Global Consulting

Rafael Blanco, Executive Vice President – Viva Resorts

PROGRAM

3:30 pm - 4:30 pm – BREAKOUT SESSION 2 A

Fillmore 8/11

OPPORTUNITIES IN THE REGION

Where are the real investment opportunities in the region? We all want there to be opportunities but do they really exist? If so, let's identify them and better understand how they differ in terms of their nature and location across the region? What "challenges" restrict opportunities in the Caribbean and what is the likelihood of those challenges being addressed? Many key stakeholders in the region were negatively impacted during the recession. How has this affected their appetite for risk – their appetite to invest, develop, finance, to provide services? With the recent improvement in market conditions we are seeing investors "dipping their toes in the water." As investment returns to the region will we see it come flooding back or will investors be less aggressive? If an investor wants to gain first mover advantage should they be making their move now? What lessons have we learnt from our experiences in recent years? How does the investment environment in 2013+ differ from, say, 2005? The discussion is intended to be very interactive, energetic andslightly provocative!

Moderator:

Gary Brough, Managing Director – KPMG

Panelists:

Bryan Ten Broek, SVP Resort Sales & Business Development – Interval International

Honorable Hadyn Hughes, Parliamentary Secretary of Tourism – Government of Anguilla

Mark Purcell, Vice President, Managed Development – Starwood Hotels & Resorts

Salim Danji, Executive Vice President – Solid Rock Advisors

Tim Peck, Chairman – OBM International

3:30 pm - 4:30 pm – BREAKOUT SESSION 2 B

Fillmore 7/10

THE DEVELOPER'S PERSPECTIVE - FINANCING PROJECTS IN THE REGION: SOURCES, STRUCTURES AND STIPULATIONS

From raising capital to creating new work-out structures to distressed acquisitions, the role of the developer in the region has been expanding since the downturn. This panel is a conversation with a number of large developers and the intermediaries who work closely with them. What are the new roles of these developers since the downturn and moving into recovery? Which roles should they continue to take on and what can they outsource? The panel will also look at best practices on re-starting stalled developments and the universe of capital providers and structures which are servicing new or capital intensive endeavors.

Moderator:

Robi Das, Managing Director – Newmark Grubb Knight Frank Capital Markets

Panelists:

Lance Shaner, Chairman and Chief Executive Officer – The Shaner Group

Ronald D. Sutherland, Founder and President – Hemisphere Group

Robert MacLellan, Principal – MacLellan & Associates

Russell Urban, Executive VP Business Development & Acquisitions – Destination Hotels & Resorts

Thomas Hendrick, Chief Executive Officer – TCH Partners Inc

4:30 pm - 5:00 pm - NETWORKING COFFEE BREAK - SPONSOR EXHIBITS

Avalon Prefunction

5:00 pm - 6:00 pm – BREAKOUT SESSION 3 A

Fillmore 8/11

HOW DO INVESTORS GET DEALS DONE IN THE REGION - CLOSING THE DEAL: WHAT DOES IT TAKE?

What are the major challenges facing investors in the Caribbean. This session will look at those obstacles typically encountered across the region for potential investors looking at both the acquisition of existing assets and ground up developments. The panel of experts, including attorneys, Brands, management companies and consultants will examine how to put together the capital stack, deal and negotiate with the various Government agencies, get the best out of your operator, undertake the right amount of due diligence and how to mitigate risk throughout the development process, be it ground up or repositioning of an existing asset. The discussion is intended to be interactive and thought provoking, providing pragmatic and practical advice to investors looking to enter or increase their investments in the Caribbean hotel and resort sector.

Moderator:

Liam Day, Managing Director – BCQS International

Panelists:

Alejandro Acevedo, Vice President International Development, Caribbean – Marriott International

Amy Ironmonger, Attorney – K&L Gates

Michael Register, Vice President of Development & Partner – Trust Hospitality

Paul Weimer, Vice President – CBRE Hotels

Tom Osborn, Regional Director of North American Development – Best Western International

5:00 pm - 6:00 pm – BREAKOUT SESSION 3 B

Fillmore 7/10

PROMOTING DEMAND IN WARM WEATHER DESTINATIONS: IDENTIFYING WHO GETS IT RIGHT - STRATEGIES THAT LEAD TO SUCCESS

Riding out the economic cycles in the Caribbean includes being aware of how other similar destinations are performing. This panel will look at how the Caribbean region compares with other warm weather destinations—from marketing campaigns and transactions to selecting the right product type for a destination and dealing with the all-important airlift issue. Panelists will dissect what other regions are doing right that could help the Caribbean continue its rebound from the global recession. The discussion will also include some of the many bright spots occurring throughout the region as hoteliers regain their foothold amid many obstacles and challenges.

Moderator:

Jeff Higley, Editorial Director – Hotel News Now, VP, Digital Media & Communications - STR

Panelists:

Andy Ingraham, President and CEO – NABHOOD

Arturo Garcia Rosa, Managing Director – HVS Buenos Aires

Hugh Darley, President – IDEA, Inc

Sagar Desai, Director Acquisitions and Development – Viceroy Hotel Group

Warren Feldman, AIA, Executive Vice President – JN+A Design

6:00 pm - 8:00 pm – NETWORKING COCKTAIL RECEPTION

Eclipse Terrace

FRIDAY, NOVEMBER 8, 2013

7:30 am - 8:30 am - NETWORKING BREAKFAST

Fillmore Ballroom 6&9

8:30 am - 9:30 am - GENERAL SESSION

Fillmore Ballroom 6&9

MONEY CONNECTION

Moderator:

Jonas Niermann, FSR - Financial Instruments Structured Products & Real Estate – PricewaterhouseCoopers

Panelists:

Gabriel Tineo, Vice President – Banco BHD

Emil de Cuba, Executive Manager Corporate Lending - AIB Bank N.V.

John Keith, Managing Partner – Caribe Hospitality

Miles Cortez, Vice President – HVS Capital Corporation

Stefan Wright, Lead Investment Officer, Structured and Corporate Finance Department – Inter-American Development Bank

9:30 am - 10:30 am - GENERAL SESSION

Fillmore Ballroom 6&9

UP IN THE AIR: THE QUESTION OF AIRLIFT IN THE CARIBBEAN

With resort and tourism business levels finally rebounding in the Caribbean region, this panel focuses on the seemingly age-old issue of providing responsive airlift: Can we bring visitors to the Caribbean region in a hassle-free way when they want to come and at a price they can afford to pay. Can we look at fresh eyes at the “chicken and egg” issue of whether development supports continued healthy airlift or airlift supports healthy on-going development and just focus on the fact that they two are symbiotic – you simply cannot promote one without fostering the other. And providers of both airlift and resort development have to commit in the face of enormous risks...but the rewards can indeed be sweet. How will newer destinations, with easier access impact the region if the airlift problem is not solved? How do we reconcile the allure of remote island destinations with the difficulty of providing reliable connections for inter-island travelers? And will we be able to convince Governments that the upside economic benefits of on-going visitation if we promote that visitation by keeping ticket levies low will likely far exceed the benefits of more immediate increases in such arrival/departure taxes and levies? These and other issues will be addressed by our panel of experts with a deep-rooted knowledge of the subject.

Moderator:

Greg Bohan, Professor – Florida International University

Panelists:

Chad Meyerson, Global Director, International Marketing & Sales – JetBlue

Alberto Smith, Director of Operations – Punta Cana International Airport

Jim Hepple, President and Chief Executive Officer – Aruba Hotel & Tourism Association

Manuel Fernandez, President and CEO - Aerolineas MAS

Vincent Vanderpool Wallace, Principal – Bedford Baker Group

10:30 am - 11:00 am - NETWORKING COFFEE BREAK - SPONSOR EXHIBITS

Avalon Prefunction

11:00 am - 12:00 pm – GENERAL SESSION

Fillmore Ballroom 6&9

LEGALLY SPEAKING

What are the major legal issues facing Government, developers, investors and operators in the region? How can foreign investors become comfortable that they can enforce their security interests and contractual rights and protect their investments in the various Caribbean jurisdictions? How have governments changed their view on investors' demands for concessions and waivers in recent years and what are the secrets to successfully navigating the bureaucratic maze to obtain planning and other approvals? If a dispute arises, what is the best way to resolve it? With investment increasing in the region and development coming back, investors are trying to assess the legal uncertainties of working in a foreign jurisdiction and each jurisdiction presents a separate set of challenges. The discussion is intended to be very interactive and practical – providing “real-world” guidance for investors and operators based on the panelists' extensive experience in the region.

Moderator:

Kirby Payne, President - HVS Hotel Management

Panelists:

Jeanne Rogers-Vanterpool, Head of Communication and PR – Government of St. Martin

Luis R Pellerano, Partner - Pellerano & Herrera

Matthew J. Norton, Esq., Partner – K&L Gates, LLP

Stephanie Balmir-Villedrouin, Minister of Tourism - Haiti

Tracey Long, Attorney - Hart Muirhead Fatta

12:00 pm - 1:00 pm – GENERAL SESSION

Fillmore Ballroom 6&9

CHINA'S INTEREST IN THE CARIBBEAN HOSPITALITY AND TOURISM SECTORS

The relationship between China and the Caribbean is evolving rapidly. Although a decade ago it would have been hard to find much to say about the topic, today it is difficult to know where to begin. Chinese companies are building both resorts and infrastructure and China has available large grants and loans for the region. What are the funding options available and what conditions are imposed? What is the experience of participants in Chinese built and funded projects in the Region? This general session will explore these questions and many more.

Moderator:

Julian Anderson, President – RLB USA

Panelists:

Dr Adam Wu, Chief Operating Officer – China Business Network

Dennis Constanzo, Principal - USA Investment Advisors

Martyn Bould, Chairman – Rider Levett Bucknall (Caribbean) Limited

Tiger Wu, Vice President – China State Construction and Engineering Co Ltd

1:00 pm. – CLOSING REMARKS

CONFERENCE ENDS

BIENVENIDOS



¡Saludos!

Es un honor para mí darle la bienvenida a la tercera edición anual de la Caribbean Hotel Investment Conference & Operations Summit en el hermoso Hard Rock Hotel & Casino en Punta Cana, República Dominicana. Sea que regresa a CHICOS o se une a la conferencia por primera vez, esperamos que los próximos días le resulten productivos, informativos y valiosos.

La conferencia CHICOS de este año marca un cambio en dos áreas importantes. Primero, este año HVS se ha aliado a dos organizaciones regionales para organizar y producir la conferencia. HVS está encantado de darle la bienvenida a la Asociación de Hoteles y Turismo del Caribe (CHTA), así como a la Organización de Turismo del Caribe (CTO), como socios de CHICOS en 2013 y hacia adelante. Debido a nuestro compromiso con la excelencia y el apoyo de los integrantes de nuestro gabinete de asesores de CHICOS, el alto nivel de calidad de los paneles, conferenciantes y discusión continua siendo actual en su relevancia y muy sólido. Las redes entre participantes se ha expandido y el potencial para desarrollo y crecimiento en la industria de la hospitalidad del Caribe está mejorando. CTO, CHTA y HVS, tres entidades que representan los sectores público, privado y profesional, respectivamente, han cooperado y colaborado para presentar la Conferencia de Inversión en Hoteles del Caribe principal y oficial, en donde las diversas partes interesadas y los responsables de las decisiones se reúnen para interactuar en una atmósfera productiva, educacional e iluminadora.

El segundo cambio importante en lo pertinente a CHICOS este año es la celebración de nuestro evento en el país de habla hispana, República Dominicana. Históricamente localizado en Bahamas, CHICOS se celebra por primera vez en otro país del Caribe. Como uno de los principales destinos en el Caribe, la República Dominicana continua generando un gran interés de parte de viajeros internacionales que buscan unas vacaciones en clima cálido y también de inversores interesados en oportunidades en hospitalidad y turismo. En 2012, aproximadamente 25% de todos los visitantes a la región del Caribe visitó la República Dominicana - y con la diversificación de los productos de hoteles que han abierto sus puertas en tiempos recientes, así como los proyectos que están en trámite, la República Dominicana está posicionada para permanecer como uno de los principales destinos regionales e internacionales. En adición a los integrantes de nuestro gabinete internacional de asesores, nuestro equipo está muy agradecido por el apoyo de nuestro gabinete local de asesores, cuyos integrantes ayudaron a organizar a nivel local para asegurar el éxito de CHICOS este año.

Con frecuencia los cambios son buenos, pero no queremos alejarnos de los principios fundamentales que consideramos que CHICOS le debe proveer a nuestros delegados. La meta de esta conferencia es, como siempre, proveer un foro para expertos de la industria, tanto internacionales como regionales, para discutir, debatir y crear. Deseamos ver grandes mentes colaborar y unirse para desarrollar, producir e inspirar. El potencial para esta región es enorme y con las tendencias positivas recientes y la oportunidad para reflexionar sobre los retos que permanecen, el panorama se vislumbra más brillante para el que está bien informado. Con un número de asistentes sin precedentes este año, CHICOS supone un esfuerzo combinado genuino de parte del gobierno y el sector privado para impulsar el crecimiento y mejorar las oportunidades de inversión en la región.

Espero que en su tercer año, encuentre que CHICOS le brinda resultados, sea que establece enlaces nuevos, descubre nuevas oportunidades, expande su marca o aprende un poco (o mucho) sobre la región. Usted está rodeado de colegas que comparten su deseo de crecer. La región en general se beneficiará del apoyo de nuestros patrocinadores, socios y asistentes. Anticipo conocerle personalmente y le deseo lo mejor durante su tiempo aquí y muchas gracias por su respaldo para consolidar a CHICOS como la principal Conferencia de Inversión en Hoteles del Caribe.

Cordialmente,

Parris E. Jordan
Managing Director
HVS Caribbean



Richard Doumeng

President
CHTA

Estimado Delegado de CHICOS,

Bienvenido a la tercera edición anual de la Caribbean Hospitality Investment Conference and Operations Summit (CHICOS), la conferencia oficial sobre inversión de nuestra región.

En nombre de la Asociación de Hoteles y Turismo del Caribe (CHTA) y la Organización de Turismo del Caribe (CTO), nos entusiasma que haya optado por asistir. Por los pasados 16 años, CHTA y CTO han sido los anfitriones de la Caribbean Hotel & Tourism Investment Conference (CHTIC) y a partir de este año y en adelante, hemos forjado una alianza con HVS para presentar este importante evento para la industria, centrado en las oportunidades de inversión para la región del Caribe.

Bajo la dirección de Parris E. Jordan, director ejecutivo de HVS en el Caribe así como de la conferencia CHICOS, esta nueva alianza nos permite elevar la talla de la conferencia de inversión. El evento es resaltado por paneles liderados por oficiales de alto nivel de los sectores público y privado quienes comparten su pericia en tópicos importantes que impactan a nuestra región.

Sé que hallará la agenda del programa dinámica con sesiones que focalizan Inversión en la Región, Desarrolladores Exitosos, el Caribe como Activo, Transporte Aéreo al Caribe, el Interés de China en los Sectores de Hospitalidad y Turismo del Caribe y un perfil del país anfitrión sobre inversión en la República Dominicana.

Gracias a todos nuestros Aliados Estratégicos y patrocinadores, cuyo apoyo nos ha permitido presentar esta edición de CHICOS. Además extendiendo un agradecimiento especial a nuestro país anfitrión, la República Dominicana, y a todos los integrantes del comité anfitrión, quienes han planificado meticulosamente los detalles del evento. Gracias también a nuestro hotel anfitrión, el Hard Rock Hotel & Casino Punta Cana, por proveer alojamiento para el evento.

Confío que disfrute un CHICOS muy exitoso. Espero poder saludarle durante la conferencia.

Richard Doumeng
Presidente
Asociación de Hoteles y Turismo del Caribe

JUEVES, 7 DE NOVIEMBRE

7:00 am - 9:00 pm - **INSCRIPCIÓN ABIERTA**
Hospitality Desk – Avalon & Fillmore Ballrooms

7:30 am - 8:30 am - **DESAYUNO DE ENCUENTRO**
Fillmore Ballroom 6&9

8:30 am - 9:45 am - **TENDENCIAS EN EL MERCADO DE HOTELES**
Fillmore Ballroom 6&9

Tendencias Globales

Stephen Rushmore, Jr., MAI, President & Chief Executive Officer - HVS

Desempeño de Hoteles a Escala Regional & Mundial

Carter Wilson, Director - STR Analytics

Estado del Mercado de Alojamientos del Caribe

Parris Jordan, Managing Director, Caribbean - HVS

Estado de la Economía Mundial y la Economía Regional

Adam Sacks, President - Tourism Economics

9:45 am - 10:45 am – **SESIÓN PLENARIA**
Fillmore Ballroom 6&9

LÍDERES DE HOSPITALIDAD - PERSPECTIVA

Acompañe a nuestro panel de inversores, propietarios y operadores en una discusión de los asuntos puntuales que están impactando la industria en la región. La región ha sido afectada significativamente durante los pasados cinco años, pero hemos comenzado a ver una recuperación. No obstante, ¿es suficiente para entusiasmar nuevamente a las comunidades de inversores y prestamistas con la región? ¿Qué obstáculos nos quedan por superar? ¿En dónde ven las oportunidades estos expertos? Los expertos discutirán lo que históricamente les ha atraído a la región, los obstáculos con los que la industria ha estado lidiando y cómo están superando los impedimentos para operaciones, inversiones y desarrollos exitosos. Discutirán si los retos en la región del Caribe son significativamente diferentes a los retos en otras partes del mundo o si los mismos asuntos están presentes y qué podemos aprender de la experiencia en otras regiones. Finalmente, discutirán cómo la industria en la región puede evolucionar en los próximos años y dónde está su enfoque.

Moderador:

David Larone, Director – PKF Consulting

Panelistas:

David Brillembourg, Chairman and Chief Executive Officer – Brilla Group

Frank Elias Rainieri, VP of Business Development & Real Estate - Grupo PUNTACANA

Kenny Blatt, Principal and Chief Operating Officer – Caribbean Property Group

10:45 am - 11:10 am - **RECESO DE CAFÉ PARA ESTABLECER CONTACTOS - EXPOSITORES PATROCINADORES**

Avalon Prefunction

11:10 am -12:10 pm – **SESIÓN PLENARIA**

Fillmore Ballroom 6&9

EL CARIBE COMO ACTIVO FINANCIERO – PUNTO DE VISTA DE LOS APORTADORES DE CAPITAL

La sólida recuperación de los mercados capitales de los Estados Unidos, a pesar de la saturación en determinadas regiones domésticas de casinos, está impulsando a inversores y operadores de casinos y complejos de ocio a mercados secundarios, en búsqueda de estrategias alternativas / de valor añadido que produzcan rendimiento / rentabilidad convincentes. Esta sesión está dirigida a inversores y gerentes que están considerando o bien ya están apostando por el Caribe en sus carteras, con un enfoque en la oferta de ocio y casinos de la región. Concretamente, la relación entre la meta de rendimiento y los obstáculos de tiempo, capital, legales y regulatorios necesarios para lograr ese rendimiento serán explorados. Está previsto que el panel sea interactivo y dinámico, toda vez que está compuesto por lo más granado en las comunidades de inversores, agentes inmobiliarios y asesores orientados a transacciones que están activos actualmente en la región.

Moderador:

Adam Rosenberg, Managing Director, Global Head of Gaming – Goldman Sachs & Co.

Panelistas:

Mark Schwartz, Vice President – Och Ziff Real Estate

Mirtha M. Cabral, Executive Vice President - Playa Grande Holdings, Inc. (a Dolphin Capital Investors co.)

William Sipple, Executive Managing Director – HVS Capital Corporation

PROGRAMA

12:10 pm - 1:10 pm – **SESIÓN TEMÁTICA 1 A**

Fillmore 8/11

HOTELES TODO-INCLUIDO – RAZONES PARA SU ÉXITO

Una de las razones puntuales tras el éxito del producto de complejo todo-incluido en nuestra región es su capacidad de apelar a una gama amplia de mercados objetivo. Nuestros panelistas discutirán algunas de las razones por las cuales han logrado atraer exitosamente a los siguientes segmentos a sus complejos vacacionales: amantes de la playa, parejas – incluyendo el grupo activo, los grupos de luna de miel/romance & paz/tranquilidad, familias con niños pequeños y familias con preadolescentes y adolescentes, multi-generacionales, grupos, lujo, etc. El objetivo principal de este panel es que jugadores importantes en este nicho compartan varias características del mercado y el producto que han probado ser exitosas para sus marcas respectivas.

Moderador:

John Lancet, Managing Director – HVS Miami

Panelistas:

Denis Ebrill, EVP Product Development, North America – Melia Hotels International

Louis Alicea, Director of Development, Latin American & Caribbean – Wyndham Worldwide

Nelson Parker, Head of Development - Hotels & Casinos, The Americas - Hard Rock International

Patrick McCudden, Senior Vice President of Real Estate & Development – Hyatt International

12:10 pm - 1:10 pm – **SESIÓN TEMÁTICA 1 B**

Fillmore 7/10

MERCADOS EMISORES EMERGENTES E INVERSORES NUEVOS – EL CAMBIO EN EL PARADIGMA

Toda vez que el clima de inversión continúa mejorando, repasamos qué tipo de propietarios/inversores están activos en el mercado. ¿Hay capital de inversión de China, de América del Sur? Mientras la región se dirige a inversores de esas regiones, ¿esperamos también atraer más viajeros asiáticos y suramericanos? Consideraremos el potencial de la financiación de proyectos por medio de programas de Ciudadanía por Inversión y exploraremos la pregunta de qué es más importante para el inversor – ¿el pasaporte o la inversión inmobiliaria subyacente? Además, realísticamente, ¿cómo puede/debe el mercado del Caribe competir contra el programa US EB5? A la luz de estos asuntos, ¿hay señal alguna de que los bancos locales estén volviendo a financiar complejos turísticos? ¿Podemos esperar que las marcas ofrezcan pago por concepto de llave (por el uso prolongado de un inmueble) en un futuro cercano? Finalmente, pediremos a cada panelista que presente un ejemplo de financiación “no-convencional”. ¡Una sesión que no puede perderse!

Moderador:

Mike Wilson, Chief Operating Officer – OBM International

Panelistas:

Andrew Miele, Development Manager - Four Seasons Hotels and Resorts

Jose Ariza, Principal – Ariza, Ariza and Asociados

Patrick Freeman, President - Cisneros Real Estate

Plato Ghinos, President – The Shaner Group

Roland Mouly, Vice President Development, Latin America, Mexico and Caribbean - Carlson Hotel Group

1:10 pm - 2:20 pm - **ALMUERZO PARA ESTABLECER ENLACES - INTERVAL INTERNATIONAL**
Avalon Prefunction

2:20 pm - 2:40 pm - **PRESENTACION - REPUBLICA DOMINICA**

Dr. Jean Alain Rodriguez, Secretary of State and Executive Director – Centro de Exportación e Inversión de la República Dominicana (CEI-RD)
Fillmore Ballroom 6&9

2:40 pm - 3:30 pm - **SESIÓN PLENARIA**

ENFOQUE DE PAÍS: EL PANORAMA DE INVERSIÓN EN LA REPÚBLICA DOMINICANA

¿Cuál es la temperatura de inversión en la República Dominicana?

Mientras el mercado caribeño general se recupera, el gobierno local está trabajando con inversores para revitalizar el sector de hospitalidad y generar inversión adicional en el sector de hospitalidad y turismo en la República Dominicana.

Moderador:

Richard Katzman, Managing Director – HVS Mexico

Panelistas:

Dr. Jean Alain Rodriguez, Secretary of State and Executive Director – Centro de Exportación e Inversión de la República Dominicana (CEI-RD)

Enrique de Marchena Kaluche, Founder and Managing Partner – DMK Lawyers Central Law República Dominicana

George Spence, Managing Principal – Leading Property Group

Juan Llado, President – Global Consulting

Rafael Blanco, Executive Vice President – Viva Resorts

PROGRAMA

3:30 pm - 4:30 pm – **SESIÓN TEMÁTICA 2 A**

Fillmore 8/11

OPORTUNIDADES EN LA REGIÓN

¿En dónde están las oportunidades reales en la región? Todos deseamos que haya oportunidades pero ¿existen realmente? De ser así, vamos a identificarlas y a comprender mejor cómo se diferencian en términos de su naturaleza y localización a través de la región. ¿Qué “retos” limitan las oportunidades en el Caribe y cuál es la probabilidad de que esos retos sean atendidos? Muchas partes interesadas puntuales en la región fueron impactadas negativamente durante la recesión. ¿Cómo ha afectado esto su apetito por el riesgo – su apetito por invertir, desarrollar, financiar, proveer servicios? Con la mejoría reciente en las condiciones del mercado estamos viendo a inversores “mojarse los pies”. Según la inversión regresa a la región, ¿la veremos regresar masivamente o serán los inversores menos agresivos? Si un inversor quiere ganar la ventaja de ser el primero, ¿debería estar moviendo sus fichas ya? ¿Qué lecciones hemos aprendido de nuestras experiencias en años recientes? ¿Cómo el clima de inversión en 2013 se diferencia del mismo en, digamos, 2005? ¿Está previsto que la discusión sea muy interactiva, energética y..ligeramente provocadora!

Moderador:

Gary Brough, Managing Director – KPMG

Panelistas:

Bryan Ten Broek, SVP Resort Sales & Business Development – Interval International

Honorable Hadyn Hughes, Parliamentary Secretary of Tourism – Government of Anguilla

Mark Purcell, Vice President, Managed Development – Starwood Hotels & Resorts

Salim Danji, Executive Vice President – Solid Rock Advisors

Tim Peck, Chairman – OBM International

3:30 pm - 4:30 pm – **SESIÓN TEMÁTICA 2 B**

Fillmore 7/10

LA PERSPECTIVA DEL DESARROLLADOR – FINANCIAR PROYECTOS EN LA REGIÓN: FUENTES, ESTRUCTURAS Y ESTIPULACIONES

Desde la obtención de capital hasta la creación de nuevas estructuras de financiación para adquisiciones insolventes, el rol del desarrollador en la región ha ido expandiendo desde la desaceleración económica. Este panel es una conversación con un número de grandes desarrolladores y los intermediarios que trabajan de cerca con ellos. ¿Cuáles son los roles de estos desarrolladores desde la recesión y en camino a la recuperación? ¿Qué roles deberían continuar asumiendo y cuáles pueden subcontratar? Este panel también examinará mejores prácticas para reiniciar desarrollos paralizados, así como el universo de proveedores de capital y estructuras que están financiando proyectos nuevos o que son intensivos en capital.

Moderador:

Robi Das, Managing Director – Newmark Grubb Knight Frank Capital Markets

Panelistas:

Lance Shaner, Chairman and Chief Executive Officer – The Shaner Group

Ronald D. Sutherland, Founder and President – Hemisphere Group

Robert MacLellan, Principal – MacLellan & Associates

Russell Urban, Executive VP Business Development & Acquisitions – Destination Hotels & Resorts

Thomas Hendrick, Chief Executive Officer – TCH Partners Inc

4:30 pm - 5:00 pm - [RECESO DE CAFÉ PARA ESTABLECER CONTACTOS - EXPOSITORES PATROCINADORES](#)

Avalon Prefunction

5:00 pm - 6:00 pm – [SESIÓN TEMÁTICA 3 A](#)

Fillmore 8/11

[CÓMO LOS INVERSORES CIERRAN NEGOCIOS EN LA REGIÓN – CERRANDO EL NEGOCIO: ¿QUÉ REQUIERE Y CÓMO?](#)

Cuáles son los principales retos que enfrentan los inversores en el Caribe. Esta sesión examinará estos obstáculos que encuentran típicamente a través de la región los inversores potenciales que están considerando la adquisición de activos existentes o el desarrollo de proyectos desde cero. El panel de expertos, incluyendo a abogados, marcas, empresas de gestión y consultores examinarán cómo reunir el capital, lidiar y negociar con las diversas agencias gubernamentales, conseguir que el operador dé lo mejor de sí, tramitar la diligencia debida justa y cómo mitigar los riesgos durante el proceso de desarrollo, sea un desarrollo desde cero o el reposicionamiento de un activo existente. Está previsto que la discusión sea interactiva y haga pensar, proveyendo asesoramiento práctico y pragmático a inversores que están considerando entrar en el sector de hoteles del Caribe o aumentar sus inversiones en el mismo.

Moderador:

Liam Day, Managing Director – BCQS International

Panelistas:

Alejandro Acevedo, Vice President International Development, Caribbean – Marriott International

Amy Ironmonger, Attorney – K&L Gates

Michael Register, Vice President of Development & Partner – Trust Hospitality

Paul Weimer, Vice President – CBRE Hotels

Tom Osborn, Regional Director of North American Development – Best Western International

5:00 pm - 6:00 pm – [SESIÓN TEMÁTICA 3 B](#)

Fillmore 7/10

[ESTIMULANDO LA DEMANDA EN DESTINOS DE CLIMA CÁLIDO: IDENTIFICANDO QUIÉN LO HACE BIEN – ESTRATEGIAS QUE CONDUCEN AL ÉXITO](#)

Sobrevivir los ciclos económicos en el Caribe incluye ser consciente de cómo otros destinos similares se están desempeñando. Este panel explorará cómo la región del Caribe compara con otros destinos de clima cálido – desde campañas de mercadeo y transacciones hasta la selección del tipo correcto de producto para un destino y lidiar con el siempre importante asunto de transporte aéreo. Los panelistas analizarán minuciosamente lo que otras regionales están haciendo bien que podría ayudar al Caribe a continuar su repunte de la recesión mundial. La discusión también abordará algunos de los numerosos puntos positivos a través de la región mientras los hoteleros vuelven a afianzarse en medio de numerosos obstáculos y retos.

Moderador:

Jeff Higley, Editorial Director – Hotel News Now, VP, Digital Media & Communications - STR

Panelistas:

Andy Ingraham, President and CEO – NABHOOD

Arturo Garcia Rosa, Managing Director – HVS Buenos Aires

Hugh Darley, President – IDEA, Inc

Sagar Desai, Director Acquisitions and Development – Viceroy Hotel Group

Warren Feldman, AIA, Executive Vice President – JN+A Design

6:00 pm - 8:00 pm – [CÓCTEL PARA ESTABLECER ENLACES PROFESIONALES](#)

Eclipse Terrace

VIERNES, 8 DE NOVIEMBRE

7:30 am - 8:30 am - **DESAYUNO DE ENCUENTRO**

Fillmore Ballroom 6&9

8:30 am - 9:30 am - **SESIÓN PLENARIA**

Fillmore Ballroom 6&9

LA CONEXIÓN MONETARIA

Moderador:

Jonas Niermann, FSR - Financial Instruments Structured Products & Real Estate – PricewaterhouseCoopers

Panelistas:

Gabriel Tineo, Vice President – Banco BHD

Emil de Cuba, Executive Manager Corporate Lending - AIB Bank N.V.

John Keith, Managing Partner – Caribe Hospitality

Miles Cortez, Vice President – HVS Capital Corporation

Stefan Wright, Lead Investment Officer, Structured and Corporate Finance Department – Inter-American Development Bank

9:30 am - 10:30 am - **SESIÓN PLENARIA**

Fillmore Ballroom 6&9

EN EL AIRE: EL ASUNTO DEL TRANSPORTE AÉREO EN EL CARIBE

Con los niveles comerciales de los complejos hoteleros y el turismo repuntando finalmente en la región del Caribe, este panel focaliza el antiquísimo asunto de proveer transporte aéreo receptivo: ¿Podemos traer visitantes a la región del Caribe de forma libre de complicaciones cuando quieran venir y a precios que puedan permitirse? ¿Podremos ver con una nueva perspectiva el dilema tipo “el huevo o la gallina” sobre si el desarrollo apoya un servicio aéreo saludable consecuente o si el servicio aéreo apoya un desarrollo saludable continuado – y limitarnos a centrarnos en el hecho de que ambos son simbióticos; no se puede simplemente promover uno sin estimular el otro? Y los proveedores tanto de transporte aéreo como de desarrollo hotelero tienen que comprometerse de cara a riesgos enormes...pero las recompensas pueden ser ciertamente dulces. ¿Cómo impactarán a la región destinos nuevos con mejor acceso aéreo, si el problema de transporte aéreo en el Caribe no se resuelve? ¿Cómo conciliamos la atracción de destinos isleños remotos con la dificultad de proveer conexiones confiables entre islas para los viajeros? ¿Y podremos convencer a los Gobiernos de que los beneficios económicos positivos de visitas regulares, si promovemos esas visitas manteniendo los aranceles aéreos bajos, probablemente excedan con diferencia los beneficios de aumentos más inmediatos en impuestos y aranceles de llegada/salida? Estos y otros asuntos serán abordados por nuestro panel de expertos con conocimientos profundamente arraigados sobre el tema.

Moderador:

Greg Bohan, Professor – Florida International University

Panelistas:

Chad Meyerson, Global Director, International Marketing & Sales – JetBlue

Alberto Smith, Director of Operations – Punta Cana International Airport

Jim Hepple, President and Chief Executive Officer – Aruba Hotel & Tourism Association

Manuel Fernandez, President and CEO - Aerolíneas MAS

Vincent Vanderpool Wallace, Principal – Bedford Baker Group

10:30 am - 11:00 am - [RECESO DE CAFÉ PARA ESTABLECER CONTACTOS - EXPOSITORES PATROCINADORES](#)

Avalon Prefunction

11:00 am - 12:00 Pm – [SESIÓN PLENARIA](#)

Fillmore Ballroom 6&9

[HABLANDO EN TÉRMINOS LEGALES](#)

¿Cuáles son los principales asuntos legales que enfrentan el Gobierno, los desarrolladores, los inversores y los operadores en la región? ¿Cómo pueden los inversores extranjeros sentirse cómodos de que pueden hacer cumplir sus derechos predañosos y contractuales y proteger sus inversiones en las diversas jurisdicciones caribeñas? ¿Cómo han cambiado en años recientes los gobiernos su parecer sobre las exigencias de los inversores de concesiones y exenciones y cuáles son los secretos para navegar exitosamente el laberinto burocrático para obtener permisos de planificación y otras aprobaciones? Si surge una disputa, ¿cuál es la mejor forma de resolverla? Con la inversión en la región en aumento y los desarrollos repuntando, los inversores intentan valorar las incertidumbres legales de trabajar en una jurisdicción extranjera – y cada jurisdicción presenta un conjunto particular de retos. Está previsto que la discusión sea muy interactiva y práctica – proveyendo a inversores y operadores asesoramiento del mundo real, basado en la extensa experiencia de los panelistas en la región.

Moderador:

Kirby Payne, President - HVS Hotel Management

Panelistas:

Jeanne Rogers-Vanterpool, Head of Communication and PR – Government of St. Martin

Luis R Pellerano, Partner - Pellerano & Herrera

Matthew J. Norton, Esq., Partner – K&L Gates, LLP

Stephanie Balmir-Villedrouin, Minister of Tourism - Haiti

Tracey Long, Attorney - Hart Muirhead Fatta

12:00 pm - 1:00 pm – [SESIÓN PLENARIA](#)

Fillmore Ballroom 6&9

[EL INTERÉS DE CHINA EN LOS SECTORES DE HOSPITALIDAD Y TURISMO DEL CARIBE](#)

La relación entre China y el Caribe está evolucionando rápidamente. Aunque hace una década habría sido difícil hallar mucho que decir sobre el tema, hoy es difícil saber dónde comenzar. Empresas chinas están construyendo tanto complejos hoteleros como infraestructura y China tiene disponible importantes subvenciones y préstamos para la región. ¿Cuáles son las opciones de financiación disponibles y qué condiciones imponen? ¿Cuál ha sido la experiencia de participantes en proyectos construidos y financiados por los chinos en la región? Esta sesión plenaria explorará estas preguntas y muchas más.

Moderador:

Julian Anderson, President - RLB USA

Panelistas:

Dr Adam Wu, Chief Operating Officer – China Business Network

Dennis Constanzo, Principal - USA Investment Advisors

Martyn Bould, Chairman – Rider Levett Bucknall (Caribbean) Limited

Tiger Wu, Vice President – China State Construction and Engineering Co Ltd

1:00 pm. – [COMENTARIOS DE CIERRE](#)

[CONFERENCIA CONCLUYE](#)

HOSTS



Parris E. Jordan

Managing Director - HVS Caribbean

Parris E. Jordan is the Managing Director of HVS in the Caribbean, where he oversees hospitality consulting and valuation assignments in the Caribbean, the United States, Central America, and Mexico from the HVS office in Nassau. Prior to assuming the Managing Director role, he was a Vice President with HVS in New York, where he spent almost seven years.

During his career, Parris has performed hundreds of complex hotel consulting and valuation assignments throughout the United States, the Caribbean, Mexico, and Central America. More specifically, he has conducted assignments in over 25 U.S. states and more than 25 countries. Parris's areas of expertise include hotel market and feasibility studies, appraisals, valuations, operator searches, target market and global expansion strategy development for prominent international hotel brands.

Parris holds an MS from the Preston Robert Tisch Center for Hospitality and Tourism at New York University (NYU) where he also lectured as an adjunct professor on lodging development from 2007 to 2009.

Nicole Roantree

Conference Director and Senior Associate - HVS Caribbean



Nicole Roantree is the Conference Director for CHICOS and a Senior Associate with the HVS Caribbean office. Nicole earned a bachelor of science degree in International Business and French from Albright College in Reading, PA, a master of science degree in Tourism, Travel Management and Destination Development from New York University, and a bachelor of arts degree in Interior Design/Hospitality Studies from The Art Institute of Colorado. Nicole is also an Accredited Professional with the Leadership in Energy and Environmental Design (LEED) program, with a focus on Interior Design + Construction.

Nicole's academic and professional experience within the hospitality and architecture industries allows her to provide a level of insight and expertise critical to hotel consulting assignments. Her extensive travel to 46 states domestically, Europe, Asia, Middle East, South America, Central America, Mexico and the Caribbean have proven priceless to understanding the vast differences between markets and cultures.

SPEAKERS

Adam Rosenberg

Managing Director, Global Head of Gaming - Goldman Sachs



Adam Rosenberg is a Managing Director and Global Head of the Gaming Group at Goldman, Sachs & Co. In this role, he provides strategic and financial advice to the firm's casino operator, gaming technology and equipment manufacturer clients around the world. Firm clients include casino operators such as Las Vegas Sands, Caesars Entertainment, Penn National Gaming and Pinnacle Entertainment, as well as gaming technology providers and equipment manufacturers such as International Game Technology, Bally Technologies, GTECH Corporation and Scientific Games. Adam is the firm's representative to the American Gaming Association, where he served as a member of the Board of Directors in 2011 and 2012. He also serves on the Conference Advisory Boards for the Global Gaming Expo (G2E Las Vegas) and the Global Gaming Expo (G2E Macau), and on the Advisory Board of the Harvard Association for Law and Business. Prior to joining Goldman Sachs, Adam was an attorney with Skadden, Arps, Slate, Meagher & Flom's New York office. He received his law degree from Harvard University magna cum laude and his bachelor's degree from the University of Pennsylvania magna cum laude.

Adam Sacks

President - Tourism Economics



Adam Sacks is the founder and President of Tourism Economics, an Oxford Economics company dedicated to quantitatively-based consulting to the tourism sector. Over the past sixteen years, Adam has worked with hundreds of tourism destinations and companies around the world. He is an authority on measuring the economic impact of tourism activity—both for the broader visitor economy and for specific events and investments. He has conducted a broad range of analysis of tourism investment policies, the effects of proposed entry procedures, tourism taxation, and destination marketing strategies. He has provided numerous destinations with analysis on market positioning and emerging opportunities. Adam has advised multi-national hotel chains, airlines, aircraft manufacturers, theme parks, resort developers, and retail operators on current and future market opportunities. He regularly presents to corporate strategic planning teams on the threats and opportunities facing their businesses within the projected travel and economic climate. Adam is a frequent conference speaker on issues related to tourism market analysis, the economic impact of tourism and travel-demand forecasting. He also has presented tourism impact results to governments around the world. He is a member of the US Department of Commerce Travel & Tourism Advisory Board.

Dr. Adam Wu

Chief Operating Officer - China Business Network



Dr. Adam Wu is the Chief Operating Officer of the China Business Network (CBN), which focuses on outward investment and outbound travel from China. As a consortium of organizations, China Business Network specializes in business consultancy and facilitating services for a large number of Chinese and foreign authorities, institutional investors, commercial developers as well as high net worth individual investors. Dr. Wu has been instrumental in leading the CBN to support many Chinese official delegations, investors and business groups overseas to explore investment opportunities and find business partners, as well as to buy personal property or buy-to-let commercial properties. Dr. Wu jointly set up the overseas office of the China Business Network with Chinapages.com. The CBN has simultaneously been focusing on developing vertical portals on the China Wide Web for specific sectors that cater to Chinese investors wishing to invest or buy properties overseas. Dr. Wu and the CBN also support outbound travel from China via its unique, award-winning portal the World Travel Online, which is dedicated to the provision of the most up to date information in Chinese about travelling overseas. The site caters to both the travel industry as well as millions of Chinese travelers.

PANELISTAS

Alberto Smith

Director of Operations - Punta Cana International Airport



Mr. Smith is currently the Director of Operations Land-Side at the Punta Cana International Airport, a private airport and the most important in the Dominican Republic receiving 57% of the entire traffic of the country. His prior role was as the Managing Director of Operations at Cap Cana, the largest real estate project in the Dominican Republic. Mr. Smith has 20 years of experience in management positions in the hotel industry in throughout the Caribbean and South America.

Mr. Smith holds a Bachelor's Degree in Hospitality Management from the Universidad Iberoamericana (Unibe), an MBA from UNIBE-FIU in International Business, and an Advanced Hospitality Management Certification from the Cornell University. In 2011, he was certified by the Airport Management Professionals Accreditation Program (AMPAP), sponsored by the ACI, as an International Airport Professional, including him in a network of airport professionals around the world. Mr. Smith is a member of the World Facilitation & Service Standing Committee of the ACI and a past president of the Rotary Club chapter Punta Cana-Bavaro.

Alejandro Acevedo

Vice President, Caribbean & Latin America - Marriott International



Mr. Acevedo is currently a Vice President of the Caribbean and Latin America Region of International Lodging Development of Marriott International. Prior to joining Development, Mr. Acevedo was Manager in the Development Finance Department, Global Finance of Marriott International. He was also an associate at Crown Capital Latin America, a Private Equity Investment Fund based in New York. Previously he was a Project Leader at Promotora Cancun sunset Clubs in Mexico. Prior to this he worked as a consultant with GTT Proyectos in their Mexico City office. Mr. Acevedo holds a B.S. in Mechanical Engineering from Universidad Iberoamericana in Mexico City and an MBA from Georgetown University in Washington D.C.

Amy Ironmonger

Attorney - K&L Gates



Amy Ironmonger is an attorney at K&L Gates and focuses her practice in the areas of resort and hospitality, real estate and commercial development, commercial lending, and corporate law. The firm has over 2,000 lawyers and maintains offices in most of the world's gateway cities, including New York, London, Paris, Tokyo, Shanghai, Hong Kong, Moscow, Sao Paulo, and Dubai. Ms. Ironmonger assists clients with (i) structuring and documenting resort communities and other real estate developments, including purchase and sale agreements, covenants and easements, joint venture agreements, development agreements, hotel agreements, and golf agreements, (ii) general commercial real estate matters, and (iii) stock and asset acquisitions and dispositions, mergers, and other similar transactions. Prior to joining K&L Gates, Ms. Ironmonger practiced for another Charleston firm and worked for two years as a special projects analyst, where she focused on research related to the hotel and real estate industries.

SPEAKERS

Andrew Miele

Development Manager - Four Seasons Hotels and Resorts



Andrew Miele is the Development Manager, Latin America and the Caribbean for Four Seasons Hotels and Resorts. Mr. Miele joined Four Seasons in 2007, spending time in the Finance Department at Four Seasons Hotel Austin, followed by several years in the Development Department focused on European resorts, and relocating to the Miami Development office in 2011. Mr. Miele has a BA in Business, with specialization in Hospitality Management from Niagara College, Canada, a Certificate in Hotel Real Estate Investment and Asset Management from Cornell University, and is a member of the South Florida/Caribbean Chapter of the Urban Land Institute.

Andy Ingraham

President and CEO - NABHOOD



Andrew “Andy” Ingraham is a resident of Broward County, Florida and a native of Nassau Bahamas. He has fused culture and commerce throughout his professional life. In 1972; he became interested in becoming an entrepreneur and establishing a business in the U.S. He has over twenty-seven years in the tourism industry, developing specific expertise in multicultural and Caribbean tourism. Andy started by marketing South Florida’s merchandises and services to the Caribbean islands. He launched, Horizons Marketing Group Intl., Inc. in Fort Lauderdale, Florida. Later, he saw the opportunity for multicultural tourism and began searching for ways hotels could cater to a more diverse population. He founded the National Association of Black Hotel Owners, Operators & Developers, Inc. (NABHOOD) in 1999 which was incorporated in 2001. Andy is President/CEO of NABHOOD. NABHOOD was formed with its mission statement to increase the number of African-Americans developing, managing, operating and owning hotels; increase vendor opportunities and executive level jobs for minorities thereby creating wealth within the African-American community. He has spoken or participated as a panelist internationally and domestically on hotel investment & development and multicultural tourism.

Arturo Garcia Rosa

Managing Director – HVS Buenos Aires



With over 30 years experience in the industry, Arturo is a major reference in the hotel, tourism and related real estate business. His publications and presentations clearly attest to his interest in keeping updated with industry developments, as well as to his broad and in-depth knowledge of the current and, specially, of the future state of industry. VP & Managing Director of the Alvear Palace Hotel (1983-1994), where he led the project to recover Buenos Aires’ finest hotel, and created the first national luxury management. Since 1995, he has been dedicated to providing consulting services and has become a renowned specialist in the major Latin American markets. He currently serves as Chairman of HVS South America and is responsible for all related matters to the markets in the region, among which are: Brazil, Peru, Ecuador, Colombia, Chile, Argentina and Uruguay. He actively collaborates with regional governments on the formulation of hotel and tourism policies and provides assistance to the institutions of the private sector regarding the promotion of travel destinations. His social commitment and clear business vision has led him to face such challenges as the development of Argentina 2010 Travel & Tourism Plan and the creation of Destino Argentina. In addition to his role as consultant, he has become increasingly involved as a speaker at the major industry conferences worldwide. His ideas and opinions are regularly published in the main newspapers and industry magazines.

PANELISTAS

Bryan Ten Broek

SVP Resort Sales & Business Development - Interval International



Bryan Ten Broek is senior vice president of sales and marketing for Interval International, a leading global provider of vacation services. He is responsible for the sales and service team that manages Interval's member resort relationships, while growing the company's developer client base in the United States, Canada, and Caribbean. Ten Broek also directs Interval's business development department, leading initiatives that enhance the scope of services the company provides. He manages Interval's participation in hospitality-related conferences, cultivates strategic third-party relationships, and pursues new business opportunities. In addition, he oversees the corporate marketing and creative services areas, which includes publications, business-to-business materials and services, and a variety of resort fulfillment items.

Ten Broek joined Interval in 1995 in the resort sales and service department and has held positions of increasing responsibility, including assistant vice president of sales, Eastern region, and vice president of business development. Most recently, he was vice president, Western region.

He has been an active participant in the American Resort Development Association (ARDA) for more than 17 years and currently is a member of its Chairman's League and Research Committee. He is also a board member of the ARDA International Foundation. Ten Broek graduated from Northwestern University with a bachelor's degree in political science and a minor in business institutions.

Carter Wilson

Director - STR Analytics



Carter has over 20 years of experience in the hospitality industry, consulting for over 17. As Director of STR Analytics, Carter is part of a team whose goal is to find new ways to analyze STR data and bring more meaningful results to his clients, including developing new subscription-based reports, new hospitality metrics, and new data-modeling technologies. Prior to joining STR Analytics, he has performed appraisal and consulting assignments for over 3,000 hotels, resorts, casinos, conference centers, and golf courses in all 50 states and abroad (Mexico, Canada, Greenland, the Caribbean, and Israel). He served as Senior Vice President of HVS, where he co-managed the day-to-day operations of the office and developed complex appraisal models to appraise large hotel portfolios. He is a graduate of Cornell's School of Hotel Administration.

Chad Meyerson

Director of International Marketing & Sales - JetBlue Airways



With JetBlue Airways since 2003, Chad currently oversees International Marketing, Sales & Corporate Communications. A fluent Spanish-Speaker, Chad oversees all Government and Tourism relationships in JetBlue's growing Latin American and Caribbean market, which now accounts for over 30% of JetBlue's network. Chad and his team are responsible for the entire JetBlue Commercial brand throughout the International region, including helping identify and launch new markets, ensure profitability and success in current markets and company-wide cross-departmental emphasis on International service.

Chad's background with JetBlue includes leadership over Global Sales, Corporate and International, Meetings & Conventions, Groups and Revenue/Yield Management. He holds a degree from Brigham Young University's Marriott School of Management and currently splits his time between offices in Orlando, FL and JetBlue's Headquarters in New York. He resides in Orlando, Florida with his wife and 3 children, ages 8, 5 and 1.

JetBlue currently serves over 80 destinations in the United States, Caribbean, Central and South America and employs over 15,000 crewmembers. The airline is known for "Bringing Humanity Back to Air Travel" by offering Award-Winning Customer Service, a Superior Travel Experience and Affordable Fares.

SPEAKERS

David Brillembourg

Chairman & Chief Executive Officer - Brilla Group



David Brillembourg is Founder, Chairman & CEO of Brilla, a financial group consisting of Brilla Capital, a private equity firm dedicated to the hospitality asset class, and Brilla Financial, specialized in creating alternative investment solutions for institutional investors, high net worth individuals and family offices.

In 1995 he founded CycleLogic, Inc., the largest provider of SMS outsourcing services for mobile operators in Latin America. CycleLogic was acquired in September 1999 by StarMedia Networks (a NYSE company), the leading Internet media company in the market at the time. In 2003, he founded and was CEO of Emida Technologies, Inc., a payment network for mobile prepaid cards in Latin America with \$1.4 billion in annual transactions, in which he remains a shareholder and Director.

Mr. Brillembourg graduated Summa Cum Laude with a Bachelor's in Finance from Babson College in Massachusetts.

David Larone

Director - PKF Consulting



David Larone is a National Managing Director with PKF Consulting in Canada. With offices in Toronto and Vancouver, PKF Consulting is one of Canada's leading professional service firms specializing in the hospitality and tourism industries. In association with global affiliates, PKF International has for over 90 years provided advisory services to the hospitality and tourism industry internationally.

A graduate of the University of Guelph, David joined PKF in 1975. He has been instrumental in the development of the Canadian practice. Actively involved in all aspects of consulting to the hospitality and tourism industry, David concentrates his activities in the areas of asset evaluation and asset strategy; hotel valuations and acquisition due diligence/underwriting; management contract and franchise negotiation. However, David's knowledge and experience is also more broadly based touching on a diverse range of topics including resort development and operations, tourism marketing and promotion.

David has considerable experience with resort development and hotel valuations in the Caribbean and Latin America with recent experience in Belize, Panama, Dominican Republic, Antigua, Trinidad and Tobago, Bahamas, Anguilla, Barbados and Bermuda.

Denis Ebrill

EVP Product Development, North America – Melia Hotels International



Denis Ebrill is Executive Vice President of Product Development - North America, for Spanish-based Meliá Hotels International, a 55-year-old international hospitality company with over 300 hotels in 30 countries on five continents. His responsibilities include expansion opportunities for hotels in Mexico, the USA, Canada and a number of Caribbean destinations, in addition to the growth of Club Meliá's Vacation Club operations internationally. Prior to his current role, Denis was EVP of Club Meliá. In that role, Ebrill's responsibilities included vacation club sales & marketing, finance and operations in the Canary Islands and in Costa del Sol in Spain, in Punta Cana, Dominican Republic, in Puerto Vallarta, Cancun, Playa del Carmen and Cozumel, Mexico and in Puerto Rico.

Previously, Ebrill was Senior Vice President of Real Estate Acquisitions & Development for Starwood Vacation Ownership. He also held the position of Senior Vice President for the Latin America Division and Director of Operations of Starwood Hotels & Resorts Worldwide, Inc. for Mexico and Central America and was in charge of operations for the Luxury Collection, Westin, Sheraton and Four Points hotels in the region.

A veteran hospitality and leisure real estate executive with over 40 years experience in the industry, Ebrill is a native of Dublin, Ireland and graduated in Hotel Administration from St. Mary's College in Dublin. Besides his native English, he speaks Spanish and Portuguese and he and his wife, Susan, have an international family with four children.

PANELISTAS

Enrique De Marchena Kaluche

Founder and Managing Partner - DMK Lawyers



Enrique de Marchena Kaluche is the founder and managing partner of DMK lawyers. His practice is focused on foreign investment, corporate and business law, real estate and tourism and government relations. Enrique De Marchena Kaluche has long standing involvement in the mentioned fields and is well known for his expertise. He is highly regarded for his prowess in real estate and tourism matters while developing a strong position in the corporate sector and is considered an excellent strategist capable of giving 100%. He is currently the President of Central Law Board of Directors and a Member of the Board at ASONAHORES. In the past he has been the Chairman and President of CHTA (2010-2012) and the President of ASONAHORES (2004-2006). He received his Bachelor of Law (LLB), Cum Laude from Pedro Henríquez Ureña National University and his Masters in Business Administration (MBA) from Santo Domingo Technical Institute – INTEC.

Frank Elias Rainieri Kuret

VP of Business Development & Real Estate - Grupo PUNTACANA



As VP Business for Grupo Puntacana, one of the most respected companies of the Dominican Republic, he oversees real estate, new business development and sustainability platforms. In addition to his role with Grupo Puntacana, his business endeavors include Sol Punta Cana Realtor, a development company of low-income housing, and Editora Bávaro, a media company. He is also involved in the fast food industry as Vice-President of the Board of Directors and co-partner of Wendy's, and is a Founding Partner of the Outback and Sbarro Pizzeria chains in Santo Domingo.

He is an active member of the Board of ANJE, the Young Entrepreneur's National Association of the Dominican Republic and in 2007 Mr. Rainieri was named "Young Entrepreneur of the Year" by the Youth Parliament of the Dominican Republic. Mr. Rainieri is a member of the Dominican Association of Builders and Promoters of Housing; member of the Dominican Association of Tourism and Real Estate Companies; member of the Junior Achievement Program, and member of the Council of Directors for Roger Williams University. Mr. Rainieri holds a masters degree in finance from Boston University, and undergraduate degrees in economics and finance from Roger Williams University.

Gabriel Tineo

General Manager- BHD Fondos – Administradora de Fondos de Inversión BHD, S.A.



Mr. Tineo is currently GM of BHD Fondos an Asset Management company, subsidiary of the BHD Financial Group, recently created to structure and manage investment funds in the DR. Previously to this appointment, since 2008, Mr. Tineo acted as head of Investment Banking at Banco BHD. His responsibility included structuring debt and equity deals in the Hotel, Leisure Real Estate and Infrastructure sectors. During 2012, Mr. Tineo originated tourism and hospitality related financing transactions totaling approximately RD\$7,000 millions, involving the construction of 1,100 new rooms managed by international brands.

Prior to joining Banco BHD, Mr. Tineo was Project Manager for five years at GES, S.A., a boutique Corporate Finance and Strategic Advisory firm in Santo Domingo, responsible for leading consulting projects for clients in the manufacturing, banking, tourism, and service industries. Mr. Tineo has collaborated in the debt restructuring of leading Dominican and multinational companies.

Mr. Tineo has a BS in Electrical Engineering from the Instituto Tecnológico de Santo Domingo (INTEC) and an MBA in International Business from the Graduate School of Management of Clark University in Worcester, Massachusetts.

SPEAKERS

Gary Brough

Managing Director – KPMG



Gary is Managing Director for KPMG in the Turks and Caicos Islands (“TCI”) and Head of KPMG’s Travel, Leisure & Tourism (“TLT”) group in the Caribbean with offices in Antigua & Barbuda, Aruba, Bahamas, Barbados, Bermuda, Bonaire, BVI, Cayman, Dominica, Jamaica, St Lucia, St Maarten, St Vincent & Grenadines, Grenada and Trinidad & Tobago. Gary is a Fellow of the Institute of Chartered Accountants of England and Wales. He has worked for KPMG in the UK, Bahamas and TCI and was responsible for opening KPMG’s office in TCI in 1990. Gary has gained more than twenty five years’ experience providing audit, advisory and tax services in the region to a wide variety of public and private sector entities operating within the TLT industry. He is a regular moderator and speaker at industry conferences and has advised many regional governments on TLT related matters. Gary is KPMG’s client service partner to a variety of world renowned luxury resorts.

George Spence

Managing Principal– Leading Property Group



George Spence has decades of experience living and working in the Caribbean and Latin America specialized in international and regional capital markets, resort community and hotel development and operations, and single and multiple property hotel purchase and sales transactions.

He has served as CEO, CFO and Senior Development Officer of various hospitality and real estate companies in the region. In the Dominican Republic, the subject of the panel on which he is a speaker, he has been active in the hotel sector since 1986, has had operating responsibilities with multiple hotels ranging from 3 to as many as 10 properties in the D.R. at any one time, and has had direct responsibility for some of the largest multi-property hotel transactions in the country and the region. In addition to hotels, George is involved in the development and management of large multi-use master planned communities and in the vacation ownership aspects of hospitality in the Caribbean and Latin America.

George has developed specific expertise for complex restructurings, development, financing, property sales, divestitures and mergers in multicultural regional business environments. As of 2013 he is actively engaged on transactions involving over 40 hotels, and works on behalf of several major financial institutions in the management and recovery of loans to the hotel and resort sector. Mr. Spence is a Managing Principal at Leading Property Group, with clients throughout Mexico, the Caribbean and Latin America, a member of the Board of Directors of PriceTravel, one of Latin America’s largest and fastest growing Online Travel Agencies, and works on specific projects with Replay Resorts.

Greg Bohan

Professor – Florida International University



Gregory T. Bohan, ISHC, BS Cornell University, MS Florida International University is a member of the full time faculty at Florida International University’s Chaplin School of Hospitality and Tourism Management. He is the lead instructor for the Master’s level classes in Hotel Feasibility research as well as instructing the Revenue Management and Lodging Operational Control classes at the Undergraduate level. Prior to joining the full-time faculty at FIU, Mr. Bohan had more than 35 years of hands-on hospitality industry experience, most recently as the Managing Director of Pinnacle Advisory Groups South Florida/Caribbean practice office where he oversaw feasibility studies and appraisals of properties throughout the Caribbean region. Mr. Bohan was the Principal in charge of hospitality consulting for PKF’s New York office from 1985 through 1991 before leaving PKF to develop and operate a luxury country inn in Vermont. He resumed consulting full-time by opening the South Florida/Caribbean practice office for Pinnacle Advisory Group in 2003. Mr. Bohan has published articles in leading industry trade journals and is a member of the International Society of Hospitality Consultants. He is Past-President of both the New York and Philadelphia chapters of the Cornell Hotel Society and Past-President of Les Amis d’Escoffier Foundation in New York City and is an active member of Hotel Sales and Marketing Association, International.

PANELISTAS

Honorable Haydn Hughes

Parliamentary Secretary of Tourism & Sports - Government of Anguilla



Hon. Haydn Hughes is the President of the Anguilla Independence Movement which was founded in 1999 and is a member of the ruling Anguilla United Movement Government which won the general elections on the island of Anguilla on February 15th 2010. He is the first Nominated Member and Parliamentary Secretary in the Government of Anguilla. In September 2013, his portfolio was expanded to include that of Sports. He is also a member of the Government's Trade & Investment Committee and is the youngest Member of Parliament. Hon. Hughes is the owner of the Dungeon Gym & Fitness Center for over 18 years and worked in the Hospitality Industry from 1991 to 1997 which he departed after holding the post of Operations Manager at the Cap Juluca Resort and a member of the hotel's Executive Committee with responsibility for Security, Landscaping, Beach & Water sports and Villa Operations. He was the first Anguillian recipient of the CHA Scholarship when he won it in 1998 where he spent the summer at Ecole Hotelier de Lausanne in Switzerland followed by six weeks of wine making in Bordeaux and Burgundy, France and five weeks internship at the Savoy in London. He is a lover of history, sports, reading and will again contest the general election in 2015.

Hugh Darley

President – IDEA, Inc



Hugh Darley is an industry leader creating comprehensive concepts and “vision plans” for branded destinations and hospitality properties worldwide. Today, Mr. Darley focuses his efforts representing clients including global cruise lines, developers, and government agencies in the creation of world class guest experiences for cruise port destinations and mixed-use commercial developments in the Caribbean and Central America. Hugh is a past Walt Disney Imaginer and served as Art Director at Disneyland before creating his own design firm and began developing themed projects and attractions in over 70 countries. Hugh has also served as Executive Vice President with Viacom Entertainment Groups Paramount Parks where we managed creative services for global brands, MTV, Nickelodeon, Blockbuster and Paramount Pictures. He is the creator 17 Cruise Port projects including the Historic Port of Falmouth Jamaica, and is currently developing Tortola Pier Park in Road Town Tortola and a private Island in Belize for Norwegian Cruise Lines.

Hugh was also an invited lecturer at Harvard University Graduate School of Design Executive Education Program amongst other speaking engagements where he promotes his mission in life which is to “Walk Good and Inspire others to Dream”.

Dr. Jean Alain Rodriguez

Secretary of State and Executive Director - Centro de Exportación e Inversión de la República Dominicana (CEI-RD)



Dr. Rodriguez studied law at the Pontificia Universidad Católica Madre y Maestra in the Dominican Republic. Later he obtained a Master and a Doctorate at the University of Rome “La Sapienza”; a Master at the School of Public Administration of Rome; completed the Management Program for Lawyers at Yale University and a Master in Business Law at Paris-II University “La Sorbonne”.

Dr. Rodriguez worked as an Associate Attorney and Coordinator of the Business and Foreign Investment Department and current Special Advisor of the law firm Russin, Vecchi & Heredia Bonetti, Secretary of the Board of Directors and Foreign Investment Advisor of the Dominican-Italian Chamber of Commerce, Assistant Attorney of the National District Prosecutor, Legal Advisor of the Customs Bureau for World Trade Organizations Issues, referee of INDOTEL, Outside Counsel of the Ministry of Tourism of the Dominican Republic, Advisor of the Ministry of Industry and Trade, Executive and Legal Director of Domicem, S.A., and Managing Partner of the law firm JAR & Asocs., specialized in Investment, Trade and Industry, Ambassador Assigned to the Foreign Ministry and current Member, ratified by the National Congress, of the National Commission on Unfair Trade Practices and Safeguard Measures.

SPEAKERS



Jeff Higley

Editorial Director - Hotel News Now
VP, digital media & communications - STR

Jeff Higley is a 25-year journalism veteran who has specialized in the hotel industry for the past dozen years. He launched HotelNewsNow.com, a division of Smith Travel Research in September 2008. Prior to joining HotelNewsNow.com and Smith Travel Research in March 2008, Higley served in various leadership positions for Questex Media Group's Hotel & Motel Management. Higley began his career in the newspaper industry and worked as a sportswriter for several medium-sized Midwest newspapers, covering everything from high school basketball to the World Series. Higley and his wife, Cheryl, have three children: Sarah, Emily and Isabella. They reside in Avon Lake, Ohio.



Jim Hepple

President & CEO – Aruba Hotel & Tourism Association

In November 2009 Mr. Hepple was appointed President and CEO of the Aruba Hotel and Tourism Association (AHATA) based in Oranjestad, Aruba. He is responsible for the day to day activities of the hotel and tourism association and serves on the Board of Directors of the Aruba Tourism Authority as well as on the Board of Directors of the Aruba Trade and Industry Association. In 2012 he was appointed to the Board of Directors of the Caribbean Hotel and Tourism Association and serves as the association's Treasurer. During the period 2002 through 2009 Mr. Hepple was heavily involved with Caribbean Tourism Organization activities and was chairman of the Caribbean Directors of Tourism Association for a number of years. In November 2007 he was appointed as marketing Consultant to the Chairman and Board of Directors of the Saint Lucia Tourist Board, based in Castries, Saint Lucia. He was responsible for advising the Board on marketing and related matters, and spent a considerable amount of time on airlift development strategies and programs.



John Keith

Managing Partner – Caribe Hospitality

Mr. Keith's career in banking started in 1984 as part of Crediticia S.A. From 1989 to 1991, he served as Corporate Vice President of Banco Banex S.A. In 1992, along with Promerica's partners, Mr. Keith founded Banco Promerica in Costa Rica. Over the last 19 years, Mr. Keith has participated in the expansion of the Promerica Banking Network throughout Central America, Dominican Republic and Ecuador. Since 1997, he has participated in several Joint Ventures with US Retailers in the Central America and Caribbean Region. These Joint Ventures include Price Smart Inc. and Payless Shoe Source. Both of them have become the leading competitor in their retail category. In 2001, Mr. Keith participated in the development of Courtyard by Marriott hotels in Latin America through Caribe Hospitality S.A. Caribe Hospitality has become a major developer for Marriott in the Region. Throughout the last 10 years, he has been leading Portafolio Inmobiliario S.A. The company has become a major real estate developer in the Central American Region with key developments in Retail, Office and Residential projects. Mr. Keith graduated as a BBA from the University of Michigan in 1984.

PANELISTAS

John Lancet

Managing Director, Miami – HVS



John Lancet is a Director and Partner at HVS' Miami office. Over the past eighteen years that John has been with HVS, he has appraised and/or consulted on more than 500 hotels, resorts, and/or shared ownership developments. Prior to joining HVS, John obtained his operating experience from several hotels located in South Florida and also worked as a regional manager for a major vacation ownership company. A graduate of FIU's School of Hospitality Management, John is a certified general real estate appraiser in Florida and a MAI Member in the Appraisal Institute.

Jonas Niermann

Financial Instruments Structured Products & Real Estate – PwC



Mr. Niermann is a director in PwC's Real Estate and Hospitality & Leisure Consulting Practice in Miami. He has extensive experience in the hospitality industry and has provided related advisory services in the Americas, Europe, and the Middle East. In addition to his broad understanding of hotel operations, Mr. Niermann has expertise in a variety of disciplines, including acquisition due diligence, market-entry strategies (products and geographies), real-estate valuation, prospective financial studies, and mixed-use community planning. Mr. Niermann has worked on behalf of developers, hotel companies, and financial institutions, among others, and has experience with a variety of asset types, including urban and resort hotels, vacation-ownership products, complex mixed-use communities, and recreational facilities such as golf courses and marinas. Prior to joining PwC, Mr. Niermann's experience included hotel operations in Europe and North America, as well as global strategic planning for a Fortune 100 company. Mr. Niermann holds an MBA from Washington University in St. Louis, Missouri, and speaks English, Spanish, and German fluently.

José Gior Ariza Medrano

Founder & Executive Partner – Ariza, Ariza & Asociados



Economist. Between 1989 and 1996 Mr. Ariza managed four industrial companies. In 1996 he started Ariza, Ariza & Asociados, a Strategic Consulting and Investment Banking Firm, and has since then participated in more than 100 corporate negotiations including mergers, acquisitions, strategic alliances, equity or debt - sourcing or placement, debt restructuring, etc., both inside and outside the Dominican Republic. He has been an active member of the Dominican Republic's Industries Association Board of Directors since 1990, as well as Coordinator of the Economic Commission of Dominican Republic's National Private Enterprise Council since 2007. In 2013 he was appointed Chairman of the Board of Administradora de Fondos de Inversion Popular, a leading Dominican Investment Fund Management Firm, controlled by the DR's largest financial Group.

SPEAKERS

Juan Llado

President – Global Consulting



Trained as a planner and with advanced degrees from both Brandeis and Harvard, Juan is an experienced professional who operates as a free-lance tourism consultant from Santo Domingo. He has devoted most of his career to the development of the Dominican Republic tourism industry and has accumulated a wide knowledge of Caribbean tourism issues. He witnessed firsthand the birth of the Dominican tourism industry as he became involved as technical advisor to three different ministers of tourism, with a brief interlude as Deputy Minister, and is the author of two seminal books on the subject. Based in Barbados, he also served as Programme Coordinator for the Caribbean Regional Tourism Development Programme of CARIFORUM, the region's Lome IV outlet. Juan's professional versatility has allowed him to manage projects or do consulting in other fields such as education and health. Operating as an independent researcher, he monitors local and regional developments and writes often for various media on tourism matters.

Kenny Blatt

Principal and Chief Operating Officer - Caribbean Property Group



Kenneth M. Blatt is a Principal in and Chief Operating Officer of the Hotel Division of Caribbean Property Group LLC ("CPG"). CPG is a real estate investment firm based in New York, San Juan, and West Palm Beach that develops, redevelops, acquires, manages, operates and owns real estate assets in Puerto Rico, the Caribbean and Latin America across four sectors – hotel, retail, industrial and office. CPG is the operating partner for the redevelopment of the 1400 acre Dorado Beach campus in Puerto Rico, the managing partner of the Caribbean Real Estate Opportunity Fund 2005 and the operating partner of a portfolio of over \$2 billion of non-performing loans in Puerto Rico. Mr. Blatt oversees all CPG's hotel assets as well as strategy, residential sales and marketing and operations for the Dorado Beach development including Dorado Beach, a Ritz-Carlton Reserve.

Mr. Blatt had a long record of entrepreneurial successes in emerging Europe. His activities and successes were the subject of a chapter in "The Responsible Entrepreneur – How to Make Money and Make a Difference".

Mr. Blatt is a graduate of the Cornell School of Hotel Administration, received his law degree from Emory University and an advanced business certificate from INSEAD. He is an active Board member of both Cornell Hotel School's Pillsbury Institute of Hospitality Entrepreneurship and Innovation Network and served as CHS's Entrepreneur in Residence. He also chairs the House Committee of The Core Club in NYC.

Kirby Payne, CHA

President – HVS Hotel Management, HVS Asset Management



Kirby Payne, CHA is President of HVS Hotel Management and HVS Asset Management – Newport. He has deep Caribbean roots having moved from Brazil to the Dominican Republic in 1958, at age 11, when his father became General Manager of the original Jaragua InterContinental in what was then "Ciudad Trujillo". Subsequently Kirby lived in Nassau, the USVI, Puerto Rico and visited most of the Caribbean Islands. After graduating from hotel school he was a management trainee at the InterContinental Curaçao. In later years Kirby was Manager at The Buccaneer in Saint Croix. Other assignments relating to our region include managing and developing hotels in Mexico including two in Cancun and later being operations consulting and asset manager for Peter Island.

HVS Hotel Management operates hotels and resorts and performs diverse hotel consulting and HVS Asset Management -Newport provides asset management services for luxury hotels and resorts. All of its services are available in the US and Caribbean.

PANELISTAS

Lance Shaner

Chairman and Chief Executive Officer – Shaner Group



Lance T. Shaner serves as Chairman and Chief Executive Officer of Shaner. A graduate of Alfred University, he provides the business strategy and entrepreneurial spirit for multiple companies. Under Lance's leadership, the companies have completed over one billion dollars in transactions and have grown into a highly respected business group with over 2,500 employees. Throughout Mr. Shaner's extensive career he has been successful in leading the companies in areas such as finance, venture capital, contract negotiations, real estate development, acquisitions and strategic investment advice. Today as the Chief Executive Officer of Shaner, Lance is responsible for the overall management of the company and setting of strategic directions. Lance currently serves as a board member on Marriott International's full service owner franchise organization (MINA). He is responsible for both new development and redevelopment of over 75 hotel projects with leading brand affiliation such as Marriott, InterContinental and Hilton.

Leora Lanz

Managing Director – HVS Sales & Marketing Services



Leora Halpern Lanz has been an active leader and participant in the field of hospitality marketing and strives to stay at the forefront of strategic marketing and communications. In June 2010 she was named Hospitality Sales & Marketing Executive of the Year by the Greater NY Chapter of the Hospitality Sales & Marketing Association International. In her role as Director of Marketing for HVS she oversees the internal and external marketing communications for the organization's multitude of offices, services, conferences and articles and research. She facilitates and manages the firm's Marketing and Communications Global Business Team, Conferences Global Business Team, Communications Ambassadors network, Social Media Team, and works closely with the internal operations team for the production of the company's weekly newsletter, the Global Hospitality Report. She serves as the company's primary media contact and assists the firm globally with the standardization and branding of marketing materials. Prior to joining HVS, she served for 10 years as the Director of PR and Advertising for the ITT Sheraton Hotels of New York and for 5 years as the Director of PR for the Greater Boston Convention & Visitors Bureau. She is a member of the Public Relations Society of America, the Society of American Travel Writers and the Hospitality Sales & Marketing Association International. She earned a bachelor's degree from Cornell University and a master's from Boston University. Her articles have been reprinted in dozens of industry publications over the years, and she is a regular guest lecturer at Boston University's School for Hospitality Administration – at the graduate and undergraduate levels.

Liam Day

Managing Director – BCQS International



Liam is the Managing Director of BCQS International (www.bcqs.com), based in the Grand Cayman office. BCQS International is the largest property and development consultancy in the Caribbean and Latin America with twelve offices across the region and over eighty staff. Liam has over twenty-five years of experience providing quantity surveying, project management, project monitoring and appraisal services to both public and private sector clients. He has lived and worked in the Caribbean for over twenty two years and has personally worked on projects in Anguilla, Aruba, Bahamas, Barbados, Belize, Bermuda, Bonaire, Cayman Islands, Cuba, Curacao, Jamaica, Providenciales, St. Lucia, St. Maarten, St. Thomas, Tobago and Tortola.

Liam has a BSc in quantity surveying from Leeds Metropolitan University and is a Fellow of the Royal Institution of Chartered Surveyors. Additionally, Liam is a RICS Registered Valuer, a RICS APC Assessor and sits on the RICS Americas Eminent Panel and Education and Standards Board.

Liam is currently working on projects in Aruba, Jamaica, Puerto Rico and the Dominican Republic.

SPEAKERS

Louis Alicea

Director of Development Caribbean/Latin America - Wyndham Worldwide



Louis began his hospitality career in operations management, starting in the luxury resort market in San Juan, Puerto Rico, and New York City, and holding progressively responsible positions with Trusthouse Forte, Holiday Inn, and luxury independent properties. He has specialized in the management of small luxury boutique properties offering adventure activities in remote destinations, with the challenges those locales present for maintaining standards of both product quality and guest experience.

He held regional operations and asset management positions with Trusthouse Forte in the late 1980's. More recently he oversaw the regional operations for the Caribbean and Mexico with Quintess Club, Leading Residences of the World with regional assets of over \$90 Million. He currently handles as Director of Development, the franchise and management development with Wyndham Worldwide in the Caribbean, Mexico and Latin America for 15 brands offered by the company.

Luis R Pellerano

Partner - Pellerano & Herrera



Partner of the international practice and foreign Investment department of Pellerano & Herrera, leading law firm in the Dominican Republic. Luis Rafael focuses his practice in real estate and tourism, financial structuring, corporate and securities law, M&A and corporate finance. He also has vast experience counseling foreign companies in highly regulated industries such as energy, mining, pharmaceuticals and financial service providers.

Amongst his most representative transactions are his counseling to The Trump Organization, a luxury real estate project valued at over US\$2.5 billion, as well as his assistance to brewing company AmBev in its purchase of a controlling stake in Cervecería Nacional Dominicana. Luis Rafael has been recognized by Chambers and Partners, a leading international legal compendium, among the best lawyers in Dominican Republic in corporate, real estate and tourism areas.

Luis Rafael received his LL.B. from Universidad Nacional Pedro Henríquez Ureña in 1984, and a year later studied legal English in the University of Michigan, Ann Arbor.

Manuel Fernandez

President - Aerolineas MAS

Manuel A. Fernandez Bonilla is the current President of Aerolineas Mas; he has been in this role since 2004. Previously he was Director of AVIAM from 2000 to 2011. His prior roles were as Director at Swissport Dominican from 2000 to 2010 and President of Mannino's Airline Service from 1985 to 2000. Mr. Fernandez was born in New York on September 25, 1958 but completed his studies in Santo Domingo, Dominican Republic.

PANELISTAS

Mark Purcell

Vice President, Managed Development - Starwood Hotels & Resorts Worldwide



Mark and his team are responsible for expanding Starwood's portfolio of managed hotels throughout the eastern United States and the Caribbean with a primary focus on Starwood's luxury brands – St. Regis, Luxury Collection and W Hotels – and upper upscale brands – Le Meridien, Westin and Sheraton. This role includes sourcing opportunities for both new build and conversion projects and sharing the strengths and benefits of the brands and Starwood operations with developers and owners. In addition, Mark is responsible for underwriting transactions, negotiating management agreements and utilizing the Starwood balance sheet when appropriate.

Mark has more than 25 years of experience in the hotel industry in the areas of hotel operations and finance, corporate finance, feasibility and development. Prior to joining Starwood, he was with Interstate Hotels & Resorts for 17 years holding a variety of property level management and corporate finance and development positions.

Mark Schwartz

Vice President - Och-Ziff Real Estate



Mark Schwartz is a Vice President at Och-Ziff Real Estate, where he is involved in transactions across various asset classes, with a primary focus on OZRE's gaming-related investments. Prior to joining OZRE in 2007, Mr. Schwartz was in the Real Estate Group of the Investment Banking Division of Goldman, Sachs & Co. Mr. Schwartz graduated magna cum laude from Princeton University, where he received a B.A. in Economics.

Martyn Bould

Chairman - Rider Levett Bucknall (Caribbean) Limited



Martyn Bould has over fifty years of experience in all aspects of appraisals claims consulting, quantity surveying, cost and risk control and management, the last forty plus years within the Caribbean region.

Martyn is Chairman of Rider Levett Bucknall Caribbean, operating throughout the Caribbean, with responsibility for the delivery of key projects with practical expertise in Development Project Management of large, fast track mixed use developments; specialty being the analysis and management of risk in construction projects in the Caribbean and skilled in strategic problem solving of complex projects. Rider Levett Bucknall is a global construction company with 117 offices worldwide.

Martyn is President of several property development and holding companies having developed office buildings, luxury residential condominiums, houses, warehousing, shopping centres and sports clubs.

He is an Arbitrator, Mediator and Expert Witness for and Lecturer on, Construction Claims both large and small throughout the Region. Rider Levett Bucknall are the current Project Monitor for the US\$ 3.4b Baha Mar Resort in Nassau. Martyn was made a Member of the Most Excellent Order of the British Empire (MBE) by Her Majesty, Queen Elizabeth in 2012.

SPEAKERS

Matthew J. Norton, Esq.

Partner - K&L Gates, LLP



Matt Norton is a partner with the law firm of K&L Gates LLP. Although he resides in Charleston, SC, he splits his time between the firm's Charleston and New York offices. Mr. Norton is a founding partner in the firm's Charleston office and leads the firm's global Resort, Hospitality and Leisure practice and South Carolina real estate practice. He is also co-chair of the firm's Caribbean practice group. He serves as a Vice-Chair of the Urban Land Institute Recreational Development Council, a national product council that focuses on hotel and resort development. He is also a member of the Real Estate and Leisure Industries Sections of the International Bar Association. Further, Mr. Norton is on the Advisory Board of HVS CHICOS and he has extensive experience working on resort and hotel projects throughout the Caribbean. Chambers and Partners USA 2013 states that Mr. Norton "has an international commercial real estate practice with notable expertise on developments in the resorts and hospitality industry. A source says: 'He really gives great advice. He has a very good understanding of what is in the best interest of clients, and fights for what we may need for the future.'"

Michael Register

Vice President of Development and Partner – Trust Hospitality



Michael Register is EVP of Business Development and Legal Counsel for Trust Hospitality, a management company focused on independent boutique hotels. In addition, Michael works with investment partners to source hotel properties for acquisition or development. Prior to joining Trust Hospitality, Michael was in charge of business development and legal matters for Nikki Beach worldwide. At Nikki Beach, Michael was responsible for sourcing over 20 new hotel and other F&B development projects around the world. Prior to working in the hospitality industry, Michael was the co-founder of a successful software company. Previously he practiced international corporate and business law, including two years at the Pinheiro Neto Law Firm in Sao Paulo, Brazil. Michael received his J.D. from Cornell Law School where he was a member of the Cornell Law Review and his B.A., magna cum laude, in Latin American Studies from Vanderbilt University.

Mike Wilson, ACA

Chief Operating Officer – OBM International



Mike is OBM International's Chief Operating Officer, overseeing all financial, human resource, information technology, legal and business issues. Mike's leadership and direction in these areas allows his OBMI colleagues to focus their time where it matters most – on design excellence and client service. Mike is a UK qualified Chartered Accountant with broad, multi-sector, business advisory experience developed primarily as a Director with KPMG in London. Drawing upon his background in business and finance Mike is uniquely positioned to add value to OBMI's Development Consultancy services for our clients, bringing his breadth of understanding of the key financial factors to developing a successful project.

PANELISTAS

Miles Cortez

Vice President - HVS Capital Corporation



Mr. Cortez is the co-founder of Aventine Capital Partners LLC. Aventine developed hotels and resort-residential real estate for client companies such as Fairmont Raffles Hotels International, Viceroy Hotels (The Kor Group), The Four Seasons and Rosewood Hotels and Resorts. He also served as an in-house advisor to an Aventine client company, Apartment Investment and Management Company (NYSE:AIV). Prior to Aventine, Miles helped start a variety of companies while he was an Associate at San Vicente Group, a \$50 million dollar venture capital fund in Los Angeles. During his tenure at San Vicente Group, Mr. Cortez was primarily involved with sourcing investment opportunities, performing due diligence and structuring venture capital investments. Mr. Cortez has been a guest speaker at the Knapp International Venture Forum at UCLA. Earlier in his career Miles worked in the asset management business for Resnick Investments in Los Angeles. Mr. Cortez received his MBA from the Anderson School at UCLA and a B.A. from Trinity University.

Mirtha Cabral

Executive Vice President – Playa Grande Holdings, Inc (a Dolphin Capital Investors Co.)



Mirtha M. Cabral is Executive Vice President at Playa Grande Holdings, Inc. (“PGH”), developer of Playa Grande Club & Reserve in the Dominican Republic. PGH is owned by Dolphin Capital Investors, a leading worldwide investor in residential resorts.

Ms. Cabral is responsible for overseeing all financial, operating, and strategic aspects of Playa Grande’s development. Playa Grande is home to a celebrated Robert Trent Jones, Sr. golf course and is being developed as a low density ecologically sensitive resort, anchored by an Aman Hotel.

Prior to joining PGH, Ms. Cabral was Senior Vice President at Citigroup, where she executed multiple merger and acquisition, loan syndication, bond, equity, debt private placement and debt restructuring transactions for leading Latin American companies.

Ms. Cabral holds an MBA from Harvard University and a BA in Economics and Political Science from Brown University. She is a founding Board Member of ADETI, the Dominican Republic’s association for tourism real estate development.

Nelson Parker

Head of Development - Hotels & Casinos, The Americas - Hard Rock International



Nelson Parker is responsible for Hard Rock’s overall hotel and hotel/casino development activities throughout the Americas, including identifying and executing new franchise/ license, management and joint venture transactions. Prior to joining Hard Rock, Mr. Parker was Vice President of Development for Foxwoods Development Company, the hospitality development arm of the Mashantucket Pequot Tribal Nation, the owners of Foxwoods Resort Casino, one of the largest resort casinos in the world. At Foxwoods, Mr. Parker was responsible for leading all aspects of new commercial and Native American resort casino development activities. Prior to joining Foxwoods, he was the Corporate Director of Development for Argosy Gaming Company where he focused on casino acquisitions and new-build development opportunities, both domestically and internationally. Prior to his involvement in gaming and lodging, Mr. Parker held senior level positions for several Midwestern private equity groups.

SPEAKERS



Patrick Freeman

President - Cisneros Real Estate

Patrick Freeman is the President of Cisneros Real Estate and oversees the development and strategic positioning of the company's real estate portfolio, which includes commercial, industrial and residential properties across the Western Hemisphere. The real estate division's crown jewels Tropicalia, a sustainable luxury development that will encompass thousands of acres and miles of coastline on the Bay of Samaná in the Dominican Republic.

Previously, as Vice President of Sustainable Development for Auberge Resorts, he directed the design, development, and construction of luxury resort projects throughout the Caribbean. Prior to his transition into the international luxury resort sector, Mr. Freeman spent a decade working as an engineer and natural resources expert on large-scale civil infrastructure projects throughout the western United States. In 2005, Mr. Freeman joined Sherwood Design Engineers in San Francisco where he helped position the firm as a leader in sustainable and environmentally sensitive resort design in conjunction with Hart Howerton and other forward-thinking design firms. He graduated from New Mexico State University in 1995 with a Bachelor of Science in Geological Engineering and is a registered Professional Engineer in the states of Oregon and California.



Patrick McCudden

Senior Vice President of Development – Hyatt International

Patrick McCudden joined Hyatt in 2007 and serves as senior vice president of real estate and development, Latin America. In this role, Mr. McCudden is primarily responsible for leading efforts to pursue development opportunities throughout Latin America and the Caribbean for all brands in Hyatt's current portfolio. Prior to joining Hyatt, Mr. McCudden was executive vice president at Juno Properties, LLC, a private real estate development company specializing in the development of private, gated golf communities. Earlier, he held a series of senior executive positions with Marriott International's development organization in the US and Asia/Pacific regions and was most recently responsible for the development of Ritz-Carlton Club projects, which often included residential and hotel components. Mr. McCudden is a graduate of Cornell University's School of Hotel Administration.



Paul Weimer

Vice President – CBRE Hotels

Paul Weimer is a Vice President with CBRE Hotels based in Miami, where he focuses on serving hotel owners and investors in Florida, the Caribbean and Latin America. A hospitality real estate professional with more than 10 years of expertise, Paul has extensive private equity, finance, brokerage, and hotel asset management experience. Prior to joining CBRE, Mr. Weimer was a part of The Charre Group, where he and his team earned a reputation in South Florida as a trusted real estate investment banking firm and advisor dedicated to the lodging industry. Prior to relocating to Miami, Mr. Weimer was based in New York City, where he was most recently a Director at Trinity Hotel Investors, responsible for business development and asset management of a diverse portfolio of hospitality assets. Paul holds a Master's degree in Real Estate Finance from New York University; an undergraduate degree in Economics, also from NYU; and has completed Cornell University's post graduate certificate in Hotel and Resort Finance and Development. Paul is a member of the Urban Land Institute.

PANELISTAS



Plato Ghinos

President - The Shaner Group

Plato Ghinos is a key member of the Shaner Hotel Group management team. Plato joined Shaner Hotels in 1995 and has since participated in the acquisition and development of multiple hotel and restaurant properties and progressed franchise relationships and negotiations with several well-known brands. Plato is also directly involved with the acquisition and sales of hotel notes and mortgages managed by the Shaner Growth Fund. Most recently Plato was named as Managing Director of Shaner Italia and is responsible for expanding the company's hotel portfolio in Italy.

Plato previously served for 10 years as Executive Vice-President for Federated National. Plato has extensive experience in sales and marketing, as well as in hotel and restaurant operations. A native of Athens, Greece, Ghinos received his B.A. in business administration from Coe College, Cedar Rapids, Iowa, and his Masters Degree (M.B.A.) at the American Graduate School of International Management, (Thunderbird Campus) Phoenix, Arizona.

Ghinos is a member of the International Advisory Board of the Golf and Tourism Academy in Lucca, Italy and the University of Delaware's Hotel Restaurant & Institutional Management (HRIM) Advisory Board and the Hunter Hotel Investment Conference Advisory Board. He also serves as a franchise advisory member for Marriott International's Fairfield Inn & Suites brand.

Rafael Blanco

Executive Vice President – Viva Resorts



With over 25 years of experience in the hospitality sector, he is co-founder and Executive Vice President of Viva Wyndham Resorts, a hotel proprietor and management company that currently operates more than 2,700 rooms in Dominican Republic, Mexico, and the Bahamas. He also has been involved in multiple tourism projects through his personal consulting firm, Proinversión (www.proinversion.com.do), which he founded in 1979. He served as President of the National Hotel and Tourism Association of the Dominican Republic (ASONAHORES) as well as Treasurer of the Caribbean Hotel Association (CHA), he is currently Vicepresident of the board of the Consejo Nacional de la Empresa Privada – CONEP – which is the largest private sector association of the Dominican Republic. Mr. Blanco holds a masters degree from Georgetown University in Washington DC and a Bachelor of Science in Economics from UNPHU University in the Dominican Republic.

Richard Katzman

Managing Director – HVS Mexico City



Richard Katzman is Managing Director of HVS Mexico City and has been involved in hotel and real estate advisory services in Mexico and other Latin American countries since 1992. Richard was the founder of Grupo Inmobiliario Inova, a real estate advisory boutique sold in 2001 to Insignia/ESG, then among the world's most prominent real estate service companies. In 2003, Richard formed a new real estate service platform that led to the 2007 formation of HVS's office in Mexico City.

Richard's professional experience includes positions with Laventhol & Horwath (now Horwath Consulting) and Fischer-Macleod Associates, a New York-based developer of regional shopping centers. Richard later joined The Yarmouth Group (now Morgan Stanley), where he executed acquisitions of office buildings, regional shopping centers, and hotels, and managed real estate portfolios on behalf of U.S. and Japanese institutional clients. In addition, he participated in establishing the firm's presence in Europe, opening an office in Paris and overseeing investment and asset management assignments in Germany, Spain, and the U.K.

Richard was born and raised in Mexico City. He completed his undergraduate studies at Cornell University's School of Hotel Administration and earned his MBA from The Wharton School. He is fluent in English, Spanish, French, and Portuguese. Richard has served on the Board of Trustees of The American School Foundation, A.C.

SPEAKERS

Robert MacLellan

Principal – MacLellan and Associates



Robert is CEO of MacLellan & Associates, the leading Caribbean based hospitality consultancy. Since 1997, the company has conducted assignments in 22 Caribbean territories with consultants based in 5 islands. In a diverse 35 year career in the hospitality industry, Robert gained operations experience with P&O / Princess Cruises, Forte Hotels, Holiday Inns International and Loews Hotels. He has managed resorts in Bermuda, St Thomas, Jamaica, England and Spain. Prior to founding the consultancy, his last corporate roles were as vice president of a luxury explorer cruise line, CEO of a major London property management company and managing director of a U K chain of budget hotels and restaurants. Robert is a Fellow of the Institute of Hospitality and a member of the elite International Society of Hospitality Consultants. He has a Masters Degree in International Hotel Management from University of Surrey, England. Robert is a regular conference speaker with multiple articles published in industry media.

Robi Das

Managing Director – Newmark Grubb Knight Frank Capital Markets



Robi Das is the managing director of the Capital Group in the Miami office of Newmark Grubb Knight Frank, division of Cantor Fitzgerald, where he specializes in distressed assets and recapitalizations in the Southeastern United States and the Caribbean. His primary focus is debt and equity within the resort hospitality and marina sectors and he is currently involved in many of the marquis projects in the Turks and Caicos, the Bahamas, and the Eastern Caribbean. Prior to joining Newmark Knight Frank, Mr. Das was the lead acquisitions analyst for the private equity firm, RCI Marine Inc., based in Miami, FL. He still maintains a current role on their largest project, Steelpointe Harbor in Bridgeport, CT. In 2013, the local government approved TIF bonds in addition to infrastructure grants to begin the development of the 56 acre, \$800 million dollar development. Mr. Das sits on the Investor Committee of the Liberty Group of Companies in Tampa, FL, which is a private equity firm focused on acquisitions, operations and development of limited-service hospitality assets. Under his tenure as Director of Acquisitions, the firm has completed 26 individual transactions since June of 2010. Mr. Das received a B.A. in Computer Information Systems from the University of Miami and also holds an M.B.A. from the University of Miami with a focus in International Finance.

Roland Mouly

Vice President of Development - Carlson Rezidor Hotel Group



Mr. Mouly directs all development activities for the Carlson Rezidor Hotel Group in the Caribbean, Mexico and Latin America. His duties encompass negotiating and structuring agreements to expand Carlson's presence in the region (today over 45 hotels) leveraging his contacts with owners/developers, institutional investors and regional equity funds as well as directing Carlson's investment, key money and loan/guarantees initiatives to seek and secure brand enhancing acquisition, management and franchise opportunities. He is currently expanding the company in the upper upscale segment in all major gateways with Missoni and Radisson Blu, directly managed by Carlson, whilst renewing focus on an initiative to establish a network of mid market Park Inn by Radisson hotels in most gateways of Latin America. Leveraging his leadership skills he manages and maintains communication between owners, operators, JV Partners and Carlson to provide services and support to branded hotels in the region. Over the last 25 years, Roland has successfully acquired, built and negotiated a number of first class assets, positioning several prominent international hotel companies as leading operator and franchisor in various segments (Regent, Radisson Blu, Renaissance, Park Inn, Country Inn, Ramada). Mr. Mouly is a graduate of Arizona State University, USA and Universite des Sciences Sociales Toulouse, France, where he respectively obtained an MBA in finance and a Master of Economics.

PANELISTAS

Ronald Sutherland

Founder & President – Hemisphere Group



Ron Sutherland is the founder and president of Hemisphere Group, International Real Estate Advisors based in Coral Gables, Florida. Founded in 1994, the firm specializes in luxury hospitality and mixed-use real estate developments in the Caribbean region.

Core capabilities include advisory & consulting services, real estate assessment & repositioning, investment procurement, asset restructurings, creative marketing and exit strategies and, development management services.

Hemisphere Group has completed more than \$800 million of diverse Caribbean real estate and hospitality transactions and developments, including Jumby Bay Resort (Antigua), the British Colonial Hilton (Bahamas), Jalousie Resort & Spa (St. Lucia), The Occidental Allegro (Turks & Caicos), Grand Pineapple Beach (Antigua), and Veranda Resort (Turks & Caicos).

Ron is the former Group Managing Director at Landauer-Hillier Parker, Real Estate Counselors, New York; former President F.D. Rich Realty Company, Stamford Connecticut; former President of Grubb & Ellis - Florida and, graduated with honors from Rutgers University with a degree in economics.

Russell D. Urban

EVP of Business Development and Acquisitions - Destination Hotels & Resorts



Russell Urban brings more than 30 years of knowledge as a senior real estate professional to the Destination Hotels & Resorts team. Urban joined Destination in January 2013 to oversee asset acquisition and business growth efforts, including sourcing and securing new management contracts. His hotel acquisition expertise and proven capacity to lead all aspects of complex hotel real estate acquisition and development projects support the portfolio expansion and opportunities for growth in key markets.

Prior to joining Destination, Urban served as principal and senior vice president of acquisition and development for HEI Hotels and Resorts in Norwalk, Connecticut. He has also held leadership positions at leading hospitality companies including Marriott International, Hotel Partners, CapStar Hotels, Island Resort Collection and Urban Hotel Corporation.

Urban is a graduate of Cornell University's School of Hotel Administration and serves on alumni boards.

Sagar Desai

Director of Acquisitions & Development – Viceroy Hotel Group



Since joining Viceroy Hotel Group in 2008 as the Director of Acquisitions and Development, Sagar Desai has taken on the extensive responsibilities involved with the discovery of development opportunities and the underwriting of acquisitions in North America, South America, Caribbean and Europe. Sagar's strong understanding of real estate finance, hotel operations, asset management and contract negotiations, focused in the arena of real estate and hospitality deals, has enabled him to close flagship deals in key gateway cities. Prior to joining Viceroy, Sagar worked at Bank of America Securities in New York City within their Real Estate, Gaming & Lodging Investment Bank Division. He also worked for Savanna Partners in Real Estate Private Equity; Deutsche Bank in Global Management; and Morgan Stanley in Prime Brokerage. Sagar earned a Bachelor of Science degree in Economics with a dual-minor in Business and Philosophy, Cum Laude from New York University, and earned key achievements including the Helen D. Philanthropic Scholar.

SPEAKERS



Salim Danji

Executive Vice President - Solid Rock Advisors

Salim is an EVP at Solid Rock Advisors East, the NY arm of a boutique real estate services firm that serves domestic and international real estate owners and investors with a core services portfolio that includes strategic advice and execution for property sales; property, debt and equity financing; investment management; and investment strategy; and consulting. Salim has over 20 years of experience in the hospitality industry, including serving as a VP at CBRE Hotels Capital Markets group, where he was involved in hotel development and transactions both domestically and in Asia; as a Director of Real Estate Development at Starwood Hotels, where he evaluated development opportunities and potential hotel acquisitions; and as the lead associate of JP Morgan's gaming and lodging equity sell-side group, where he followed the major hotel companies, providing investment advice to JP Morgan's institutional client base.

Salim received his B.Comm. in 1995 from University of British Columbia, his International Master of Sciences in Business Degree from Erasmus University in Rotterdam, The Netherlands and, his MBA Hotel Administration from Cornell University in 2000. Salim is a licensed real estate salesperson in state of New York.



Stefan Wright

Lead Investment Officer, Structured & Corporate Finance Department
Inter-American Development Bank

Mr. Wright is a Lead Investment Officer in the Industries and Services Division of the Structured & Corporate Finance Department at the Inter-American Development Bank ("IDB"). Mr. Wright is based in the Jamaica office, but covers the Caribbean region and also focuses on tourism projects bank wide. He is responsible for business development, structuring, negotiating and processing transactions directly with private sector clients throughout the region. Immediately prior to joining the IDB, Mr. Wright was the Chief Executive Officer of Near Shore Solutions Inc., a financial advisory and fund raising business.

Mr. Wright was formerly a Vice President of Investment Banking in the Media & Telecom Group at Banc of America Securities in New York (1997-2004). As Vice President, his responsibilities included raising debt and equity securities as well as providing mergers and acquisitions advisory services to telecom companies.

Mr. Wright holds an MBA from the Leonard N. Stern School of Business at New York University (Major in Finance), U.S.A.(1997). He holds a BSc. Accounting (Hons.) from the University of the West Indies (UWI), Mona. While at UWI, Mr. Wright was Treasurer of the Guild of Undergraduates (1992-1993). Mr. Wright has completed all stages of the ACCA examinations.



Stéphanie Balmir Villedrouin

Minister of Tourism – Government of Haiti

Appointed to the post of Minister of Tourism in October 2011, Mrs. Stephanie Balmir Villedrouin became the youngest member of the Presidential Cabinet and the youngest person in Haiti to ever be nominated to the position. Mrs. Villedrouin has set prestigious goals, including putting Haiti as one of the top five destinations of the Caribbean. The Minister sets forth her strategy of developing the sector by promoting tourism investment to attract and accompany potential investors.

In the past two years, she has improved student access to hospitality education, launched a Hibiscus quality control for hotels in order to classify them, and launched the touristic Police Corps. More than twenty sites have been redeveloped, part of her effort to promote local and international tourism. Her current focus is the development project for "Ile a Vache", a paradise island on the southern coast of Haiti which was classified on the world's best beaches for 2013. All economic indicators reveal that the tourism sector is growing in Haiti. "Haiti is open for business and Tourism leads the way..."

Prior to her nomination, Mrs Villedrouin has been a board member of The Haitian Tourism Association for over 2 years. She has also served the community as a voluntary teacher in the private University of Quisqueya. Her efforts helped raise the awareness of both public and private sectors in this industry and helped them realize the outstanding role that Tourism plays in the country's economy. Mrs Villedrouin is considered a driving force in this new Era.

PANELISTAS



Stephen Rushmore, Jr., MAI

President and Chief Executive Officer – HVS

As President and CEO of HVS, the leading hospitality consulting and services organization with 30 offices around the globe. Stephen directs the worldwide operation of the firm and is responsible for future office expansion and new product development. Founded in 1980, HVS has provided consulting services and solutions for thousands of clients in all 50 states and more than 60 foreign countries for hotels, restaurants, mixed-use, shared ownership and leisure assets. HVS also orchestrates major industry conferences and networking opportunities in various regions of the world. HVS is the industry's primary source of hotel sales data, research, market studies and educational information relating to the hospitality industry. Prior to joining HVS in 2002, Stephen was Senior Engineer with Sapient, an enterprise application development firm, based in Cambridge, Massachusetts. He traveled throughout the world developing techniques that enabled financial, energy and telecommunication companies to increase internal efficiencies. In 2000 Stephen founded Roadfood.com, a website dedicated to finding the most memorable local eateries along the highways and back roads of America. The award-winning website has been recognized by Forbes Magazine as the best restaurant guide on the Internet, and Yahoo! awarded it the very prestigious "Web Site of the Year." More than 500,000 unique visitors visit the site on a monthly basis. Stephen is a state certified appraiser in New York, New Jersey, and New Hampshire, and he frequently lectures at major hotel schools around the world. Stephen earned his Bachelor of Science degree from the Cornell School for Hospitality Administration. He is a member of the Young Presidents Organization (YPO) and is on the Advisory Board for the Appalachian Mountain Club (AMC), the nation's oldest outdoor recreation and conservation organization.

Thomas Hendrick

President - TCH Partners, Inc



Thomas C. Hendrick is President of TCH Partners, Inc., a privately held development management services company specializing in high-end, luxury hotel/mixed-use projects. Mr. Hendrick has over 30 years experience in the development of hotels which includes over 100 projects representing several billion dollars of asset value.

At present, TCH Partners is acting as developer for the owners of the Mandarin Oriental hotel/golf resort in Costa Rica. The 600+ acre Rancho Manzanillo project will include multi phases of hotel, golf and residential development. In addition, TCH is acting as the joint development partner for the luxury hotel (to-be-announced) at Monte del Barco, Costa Rica. The 800+ acre development will include multi phases of hotels, marina, golf and residential development. TCH has also signed an agreement to acquire a 26-acre parcel on St. Martin for the development of a luxury resort and residential development.

Mr. Hendrick is a member (elected in 2007) of the Board of Directors for FelCor, a publicly traded hotel REIT (FCH on NYSE) and one of the oldest of its kind, with ownership of upscale hotels and suites (app 68 properties) in the USA and Canada. Previously, served as Director for CLAA (Caribbean Latin American Action), an industry association based in Washington D.C. and former member of ULI. Mr. Hendrick was interviewed by CNN's Moneyline and has spoken at numerous conferences. He holds both a BS in Business Administration and MBA. He served in the military as a Naval Aviator with VA-66 aboard the USS Independence.

Tiger Wu

Executive Vice President - China Construction America, Inc.



Tiger (Taizhong) Wu is currently the Executive Vice President of China Construction America, Inc. (CCA), leading the general contractor team to construct the \$3.5 billion Baha Mar Resort in Nassau, The Bahamas. He has 17 years of project experience, working in Eritrea, Canada, the United States and The Bahamas with China State Construction Engineering Corporation (CSCEC), the largest Global Fortune 500 Chinese construction company (the parent company of CCA). Since 2005, Mr. Wu has worked as the EVP and project manager in CCA's South Carolina, New Jersey, and Bahamas offices respectively, during which he completed several educational and institutional projects such as the \$40 million USC Honors Residence Hall construction built for Gold LEED certification; the \$35 million Clinton High School facilities new construction project; and providing construction service of a 4000-seat Convocation Center for USC Aiken. In 2010, he was awarded Excellent Project Manager by China Construction Industry Association. Mr. Wu holds a B.S. in Civil Engineering from Tianjin University in China and an EMBA from Duke University in North Carolina.

SPEAKERS



Tim Peck, RICA, LEED AP, ISHC
Chairman – OBM International

Tim remains driven by the art of architecture, but his approach is very much defined by vision backed by discipline and process. He has been instrumental in developing OBMI's approach to design, one that is dominated by analysis of the culture and environmental influences of a site set alongside the economic drivers for the project; the tripartite of truly sustainable design. As Chairman of OBMI, Tim has an intimate knowledge of what has driven the success of the company. Over the past thirty years he has been fortunate to have worked closely with previous visionaries, Bill Bissell and Baudilio Ruiz establishing OBMI as a global architectural presence and he is committed to build upon that legacy. Tim's focus is on quality in terms of service and of design. He prides himself on a tradition of empowering effective teamwork and leveraging the diverse skill-sets of team members thereby releasing the passion and dedication that every member of the OBMI team brings to their professional role.



Tom Osborn
Regional Director of North American Development - Best Western International

Tom Osborn is a 17 year hotel development veteran, having spent to last 13 years with Best Western International. Tom has won numerous awards over the years including , Salesman of the year, Million dollar sales club, and the wow award for excellence. Originally from Memphis, Tennessee, Tom is a graduate of Memphis State University in the Fogelman school of Business. In his free time, Tom enjoys scuba diving, golf, fishing and spending time with his wife Andrea, and children Hailey and Nicholas.



Tracey Long
Partner- Hart Muirhead Fatta

Tracey Ann Long is an attorney-at-law, and a partner in the Kingston law firm Hart Muirhead Fatta, where she specialises in the areas of general commercial practice, company law, probate and estate administration, financial services and real estate, in particular commercial real estate property developments. She has experience in representing international clients in the acquisition of hotel and other properties in Jamaica and giving general advice regarding the establishment of business in Jamaica. Ms. Long was educated at the University of the West Indies and the Norman Manley Law School and was admitted to practice in Jamaica in 1990. She is a member of the Administrator General's Department Advisory Board, the Jamaica Bar Association's Commercial Law Committee, a former member of the Companies Office of Jamaica Advisory Board and a member of the Jamaica Bar Association. Ms. Long is also an associate tutor at the Norman Manley Law School, having been so appointed in September 2011.

PANELISTAS



Vincent Vanderpool-Wallace
Principal – Bedford Baker Group

Vincent Vanderpool-Wallace's experience as co-president of the largest private company in The Bahamas, as Director General of Bahamas Tourism, as Secretary General & CEO of the Caribbean Tourism Organization and most recently as Minister of Tourism of The Bahamas has made him a much sought after speaker and advisor to both private companies and governments in the tourism and hospitality arena. He has been the principal architect of policies to ensure robust public-private sector cooperation in all of his initiatives as a result of bringing a unique perspective to the growth and development of businesses and destinations that rely on hospitality for their profitability and their economies. His tenure covers the best performing years in Bahamas tourism whether measured by total visitors, by hotel visitors, by cruise visitors, by tourism revenues or by levels of visitor satisfaction.

He is a graduate of Harvard University (BA, cum laude) and the University of Miami (MBA) from which he graduated at the top of his class. He has won a number of awards including being named at the 50th Anniversary of the Caribbean Tourism Organization as one of the 50 most influential people in Caribbean Tourism in the past 50 years, being selected by Fast Company magazine as one of the Fast 50 global champions of innovation as well as awards for Lifetime Achievement from the Hospitality Sales & Marketing Association (HSMIA) and from the Association of Travel Marketing Executives International (ATME). In 2009, he was included in the Her Majesty the Queen's Birthday Honours List and awarded a CBE (Commander of the British Empire) for his contributions to the development of Tourism. In 2010 at the World Tourism Organization's Summit at World Travel Market in London, he was one of six Ministers of Tourism from around the world selected to give advice of the best way forward out of the Great Recession.

Mr Vanderpool-Wallace has four academically and athletically gifted children. He was elected to the Harvard Varsity Club Hall of Fame and is listed among the prominent Harvard Alumni who also excelled in athletics. He lives and works out of Nassau, Bahamas and Miami, Florida.

Warren Feldman, AIA
Executive Vice President - JN+A Design



Warren G. Feldman, AIA has over 25 years of experience in all facets of Project Management, Architecture and Interior Design, Design Management, and Construction Administration. Mr. Feldman is managing principal of HVS Design, an international hospitality interior design firm, and executive vice president of JN+A. JN+A is recognized as the industry leader in design and construction for new hotel development as well as hotel repositioning and renovation. Mr. Feldman is currently managing projects in the Caribbean, Ecuador, and Panama.

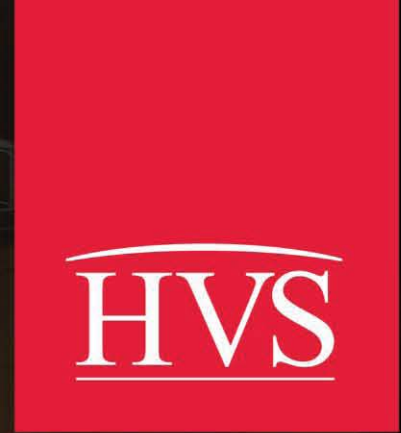
Prior to joining JN+A, Mr. Feldman worked on the design and construction of diverse projects including hotels, high rise commercial corporate headquarters, educational facilities, civic projects, and housing development projects for more than 15 years.

Mr. Feldman has extensive experience in budgeting and capital expenditures. JN+A has developed the only comprehensive Hotel Cost Estimating Guide in the industry. Now in its fifth year, the Hotel Cost Estimating Guide examines construction and FF&E costs for renovations in each hotel tier.

William Sipple
Managing Director - HVS Capital Corporation



William Sipple is Managing Director of HVS Capital Corp (HVSCC). He leads a team of professionals that provide a wide range of real estate investment services on an international level to private equity funds, special servicers, management/ownership companies, real estate investment trusts, developers, commercial banks, investment banks and high net worth individuals. HVSCC focuses on Troubled Loan Workouts, Capital Formation/ Reformation, and Investment Sales. Sipple has 30 years' experience in hotel development, finance, valuation and operations. Previously, he was President of Index Consulting Group where he arranged for and coordinated the successful purchase of the Regent International Hotels luxury brand on a global basis. Prior to that, he was Corporate Vice President of Development in the Americas for Carlson Hotels Worldwide, where he led the team responsible for seeking, structuring, and executing owned, managed, franchised, or joint ventured opportunities for the Regent International Hotels; Radisson Hotels & Resorts; and Park Plaza® Hotels & Resorts brands throughout North and South America, and the Caribbean. His experience also includes regional director of development for Starwood Hotels & Resorts Worldwide and vice president of development roles for Ramada Inns and Brookshire Hotels. Sipple is a Certified Hotel Administrator, a licensed Real Estate Broker, and holds a Bachelor of Science degree in Hotel Administration from Cornell University's School of Hotel Administration. He is a charter member of the Lodging Industry Investment Council and is a frequent speaker at numerous industry conferences.



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HVS CHICOS is a proud member of the HVS family of hospitality investment and operations conferences delivered around the world. To learn more about the HVS events conducted globally please visit www.hvsconferences.com.

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- SUSTAINABILITY
- PROPERTY TAX

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CHTAEF
EDUCATION FOUNDATION

interval
INTERNATIONAL

The Caribbean Hotel & Tourism Association Education Foundation (CHTAEF) and the youth of the Caribbean would like to thank Interval International and its contributing resorts for its generous support of the CHTAEF Scholarship Program.

The crucial work of the CHTA Education Foundation could not continue without the funds generated through the support that we receive from hotels and resorts across the Caribbean and Corporate Donors such as Interval International.

Since the launch of the CHTAEF more than 20 years ago, we continue to work toward developing a stronger tourism sector by providing scholarships and grants to Caribbean nationals studying in the hospitality arena.

In the course of the past 20 years, the Foundation has awarded more than US\$1 million in scholarships and grants to Caribbean nationals enabling them to gain the education and skills to improve themselves and the Caribbean hospitality industry. Interval International and its contributing resorts have alone donated nearly US\$300,000 to date.

The Foundation is a fully authorized 501c3 registered charity in the U.S. Interested Corporate Donors and hotels should contact CHTAEF and visit www.chtaeducationfoundation.com.

Thank you for your support.

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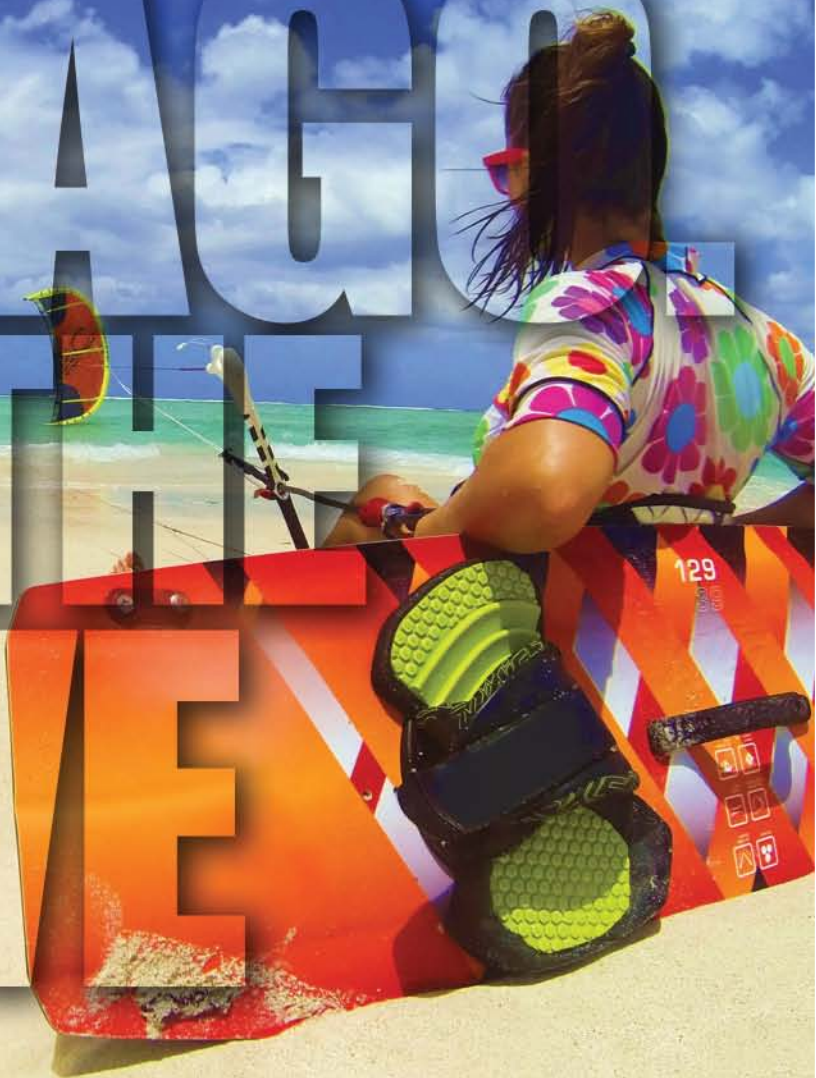
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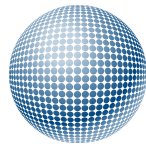
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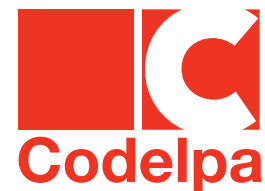
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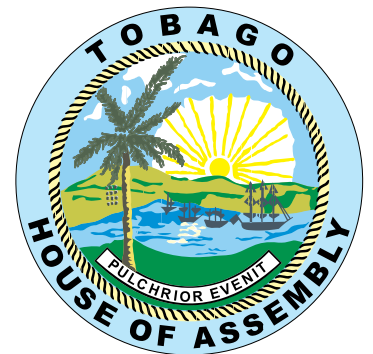
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