

chicos 2014

HVS Caribbean Hotel Investment Conference
and Operations Summit



**The Fourth Edition -
Caribbean Hotel Investment Conference &
Operations Summit**

**November 13-14, 2014
The Hard Rock Hotel & Casino
Punta Cana - Dominican Republic**



CARIBBEAN
HOTEL & TOURISM
ASSOCIATION



WELCOME



Parris E. Jordan

Managing Director
HVS Caribbean
Chairman - CHICOS

Dear CHICOS 2014 Conference Attendee,

It is a great pleasure to welcome you to the annual hospitality industry event of our region, the increasingly important Caribbean Hotel Investment Conference & Operations Summit (CHICOS). And it is an honor to welcome you to this beautiful hotel, the Hard Rock Hotel & Casino Punta Cana. Whether you are returning to CHICOS from prior years, or joining the Conference for the first time, we know you will find the next two days productive, informative, and valuable.

In this 4th edition of our Conference, we are pleased to present the strategies and opportunities that will help promote business investments in hotel, tourism, and real estate related industries in the Caribbean. The goal of this conference is 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 is brighter for those who are well-informed. 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.

You are among numerous executives and opinion leaders participating in CHICOS 2014. The Caribbean is an attractive destination for tourists looking for our beaches and resorts; we provide a wide variety of accommodations and experiences for those seeking the economical or the luxurious. The increasing momentum of our industry has proven a rebound for our market. And for those interested in conducting business here, it is important to understand how things are done here in order to achieve success. This is why we attend CHICOS.

CHICOS brings together the most influential and significant industry players who will share views on the development of new business projects and current scenarios. They will help us understand the challenges we face in the region, and provide an in-depth knowledge of the trends we can anticipate going forward.

I would like to thank all of you who have joined us for CHICOS this year – our sponsors, companies, organizations, governments, distinguished speakers, and the industry and business journalists who have greatly contributed to promoting our Conference. Thank you to the Caribbean Hotel and Tourism Association (CHTA) and the Caribbean Tourism Organization (CTO) for their continued support, organization and contributions to CHICOS, and the prestige they bring to this event.

A special note of thanks to our host hotel, the Hard Rock Hotel & Casino Punta Cana for their graciousness throughout the planning process; and to CEI-RD and ASONOHORES for their consistent dedication and support of the CHICOS mission.

And of course, we thank and welcome our attendees and new participants. We hope you learn and benefit from CHICOS, and will want to return again next year to keep your knowledge and perspectives current and productive.

A handwritten signature in black ink, appearing to read 'P. Jordan'.

Parris E. Jordan
Chairman
CHICOS – Caribbean Hotel Investment Conference & Operations Summit



Jeff Vasser

Director General
CEO
CHTA

Dear CHICOS Delegate,

Welcome to the Dominican Republic and our host hotel, the Hard Rock Hotel & Casino Punta Cana, for the fourth edition of the Caribbean Hotel Investment Conference and Operations Summit (CHICOS).

The Caribbean Hotel & Tourism Association (CHTA) and the Caribbean Tourism Organization (CTO) are working together with HVS for the second consecutive year to stage CHICOS where we will focus on key factors impacting the investment climate in the Caribbean region.

CHICOS brings together leading industry experts and high level officials from all sectors involved with tourism development and investment. Panelists at CHICOS will examine the flow of investment capital into the region, all-inclusive properties, profitability of sustainable hotels and Caribbean nations ripe for investment.

A particular highlight, the Hospitality Leaders Outlook, will see four of the region's leading executives sharing insight on the Caribbean's strengths, available opportunities and challenges.

The CHICOS program is put together under the leadership of Parris E. Jordan, managing director of HVS in the Caribbean and executive director of the CHICOS conference. Parris and his team have brought Caribbean ventures to the forefront of the investment industry for the past four years as we raise the bar for our region through growth and development.

Thank you to all of our Strategic Partners and sponsors for supporting the CHICOS event. Thank you to the members of the host committee for planning an extensive agenda for participants. Thank you to the host country, the Dominican Republic, for your hospitality and to the staff of the Hard Rock Hotel & Casino Punta Cana for your welcoming spirit as the host hotel for CHICOS.

I wish you a very successful CHICOS conference and look forward to networking with you throughout the event.

Jeffrey S. Vasser, CHA
Director General & CEO
Caribbean Hotel and Tourism Association

THURSDAY, NOVEMBER 13, 2014

7:30 A.M. – **REGISTRATION**

8:00 A.M. - 9:00 A.M. – **Networking Breakfast**

9:00 A.M. - 9:45 A.M. – **WELCOME, GLOBAL & REGIONAL PRESENTATIONS**

Global & Regional Hotel Performance

Carter Wilson, Director - STR Analytics

Overview of Caribbean Lodging Market

Parris Jordan, Managing Director - HVS Caribbean

Strategic Context for Caribbean Hotels 2014-2015

George Spence, Principal – Leading Property Group

9:45 am - 10:45 am – **GENERAL SESSION**

Fillmore Ballroom 6&9

HOSPITALITY LEADERS OUTLOOK: Panel of investors, owners and operators, discussing the major issues impacting the industry in the region today. As the Caribbean region continues to recover and grow this panel will discuss opportunities and constraints to that growth and prosperity. Who is investing and where? What are the investors' criteria? What type of product and concept are we seeing developed? What are the major hurdles that still need to be surpassed? What are some of the big success stories that may be emerging?

Moderator: **David Larone**, Director – PKF Consulting

Panelists:

Hon. Minister Richard Sealy, Chairman - CTO and Minister of Tourism for Barbados

Dave Callaghan, Vice President - Interval International

Kenny Blatt, Principal and Chief Operating Officer – CPG Real Estate

Craig Smith, President - Caribbean and Latin America – Marriott International

10:45 A.M. - 11:10 A.M. – **Networking & Exhibitor Coffee Break**

11:15 am - 12:15 pm – **GENERAL SESSION**

Fillmore Ballroom 6&9

CAPITAL AND THE NEW NORMAL: Panel of capital providers and advisors discuss investments in the Caribbean and what it takes to get a deal done. Who is financing projects in the Caribbean and on what basis? While it appears that confidence in the region amongst financiers is improving this does not appear to be translating into readily available capital. Funding has been scarce for so long that it appears as if the landscape may have changed permanently. Does this environment represent the “new normal”? If so what does the new normal look like? How are deals currently being structured? What are the key terms and conditions? Who are we dealing with and how sustainable are their interest in the region? The ability to raise capital is going to be absolutely critical if, as appears to be the case, the region is over the worst of the economic crisis and we can start to look forward to the future with cautious optimism. Help us resolve this crucial issue by participating in an interactive discussion with our panel of innovative and imaginative financiers bringing a fresh approach to a difficult and complex problem.

Moderator: **Gary Brough**, Managing Director – KPMG

Panelists:

Nicholas Hecker, Senior Principal - Och Ziff Real Estate

Bill Sipple, Executive Managing Director - HVS Capital Corp

Bob Sonnenblick, Principal – Sonnenblick Development LLC

Adam Rosenberg, Global Head of Gaming & Leisure – Fortress Investment Group – Credit Funds

PROGRAM

12:15 pm - 1:15 pm – **BREAKOUT SESSION 1 A**

Fillmore 8/11

RED TAPE TO RED CARPET: Discussing the necessary support needed for tourism-related projects within the different islands. What are governments doing to enhance the process? What are the greatest challenges for developer / government liaison? What are the minimum incentives to ensure destination competitiveness? Resorts are an export industry but rather than enjoying subsidies, like other export industries in the world, the sector is often the “cash cow” for island government revenues. Government budget challenges have never been greater but development finance has seldom been scarcer – are there new incentive types to be explored? How can airport taxes be reduced? How can the islands streamline the planning process? Are there examples of “one stop shops” - a single contact for developers for effective co-ordination of multiple government departments? What is the impact of EB-5 and Citizenship by Investment Schemes? What other sources of regional public and private sector funding are accessible, if governments were to strategize closely with the industry. The session is intended to be interactive and practical in highlighting current issues and potential improvements based on the panel’s in-depth Caribbean experience, representing the views of relevant private and public sector stakeholders.

Moderator: **Robert MacLellan**, Principal – MacLellan & Associates

Panelists:

Hugh Riley, Chief Executive Officer – Caribbean Tourism Organization (CTO)

Enrique De Marchena Kaluche, Partner - DMK Lawyers

Roland ‘Andy’ Burrows, Chief Investment Officer, Bermuda Tourism Authority

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

Roland Mouly, Vice President, Development, Latin America, Mexico & the Caribbean - Carlson Rezidor Hotel Group

12:15 pm - 1:15 pm – **BREAKOUT SESSION 1 B**

Fillmore 7/10

MIXED USE PROJECTS: Discussing the key ingredients that can lead to successful mixed-use developments. Which developments have done it correctly? What should be avoided? Mixed-use resorts target a variety of market segments. These types of developments combine several resort property types which create opportunities for synergistic relationships but, at the same time, these different market segments may not be entirely compatible, which must be considered in the resort’s design and programming. Our panelists will share examples of proper design and programming that have led to integrated and well-balanced resort environments and they will also share several lessons that have been learned and provide advice on items that should be avoided.

Moderator: **John Lancet**, Managing Director – HVS Miami

Panelists:

Doug Kulig, CEO – OBM International

Reynaldo Ramirez, Director, Resort Sales and Service – Interval International

Patrick Freeman, President – Cisneros Real Estate

Alinio Azevedo, Director of Development - Four Seasons Hotel & Resorts

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

1:15 pm - 2:40 pm - **NETWORKING LUNCH - HOSTED BY INTERVAL INTERNATIONAL**
Avalon Prefunction

2:45 pm - 3:40 pm – **BREAKOUT SESSION 2 A**
Fillmore 8/11

ALL INCLUSIVE HOTELS UPDATE: All in on all-inclusive hotels: All-inclusive hotels are a staple throughout the Caribbean. They offer opportunities and challenges for owners brave enough to venture into the space, but it does take a certain knowledge level to succeed. What do investors need to know when it comes to owning and operating an all-inclusive resort? For starters, it takes operational prowess that maximizes marketing techniques, operational know-how and food-and-beverage expertise. Finding the right governmental, lending and managements partners goes a long way when measuring the long-term viability of these interesting and in-depth projects. These industry experts will provide insight and tips on how to make an all-inclusive project work from finding the right location, the right collaborator and the right target market.

Moderator: **Jeff Higley**, Editorial Director - Hotel News Now & VP, Digital Media & Communications - STR

Panelists:

Javier Coll, Executive VP & Chief Strategy Officer - Apple Leisure Group

Marco Roca, Executive VP & Chief Development Officer - Hard Rock International

Denis Ebrill, Executive VP Product Development North America – Melia Hotels International

Camilo Bolaños, VP of Development for Latin America & the Caribbean – Hyatt International

Rich Cortese, Senior VP of Caribbean Operations & Development - Aimbridge Hospitality

2:45 pm - 3:40 pm – **BREAKOUT SESSION 2 B**
Fillmore 7/10

LESSONS LEARNED - DEVELOPERS EDITION: The region can present a steep learning curve for inexperienced developers. Understanding “lessons learned” is critical. What are the major challenges facing hotel and resort developers in the region and how are these challenges best managed? This session will provide practical insight on issues like assembling the right development team, obtaining accurate market research, negotiating concessions from governments and successfully dealing with government agencies, sourcing and shipping materials properly, and organizing and managing your labor force. The panel of experts, all of whom have developed in the region, will also discuss phasing and capitalizing the project, legal issues facing foreign investors and developers, selecting the right hotel brand, and putting together the right product mix and amenity package for a successful Caribbean hospitality project. The discussion is intended to be interactive and thought provoking, providing practical advice to potential developers or their investors and professional service providers.

Moderator: **Matt Norton**, Partner – K&L Gates

Panelists:

Maurice Chartier, Senior VP of Development – Sinergo Development Group

Stan Hartling, CEO – Hartling Group

Simon Suarez, President, ASONAHORES

Rafael Blanco, Executive VP – Viva Resorts

Joe Yung, Senior Vice President of Development - Columbia Sussex Corporation

PROGRAM

3:40 P.M. - 4:00 P.M. - **Networking & Exhibitor Coffee Break**

4:00 pm - 5:00 pm – **BREAKOUT SESSION 3 A**

Fillmore 8/11

RETURN ON INVESTMENT FROM A SUSTAINABILITY ANGLE: Recent operating results show that some Caribbean hotels are benefiting from sustainable design, resulting in lower utilities costs. Does sustainability really contribute to your bottom line? How is investment in sustainability really perceived by developers? Is there an increase in green investors and if so what are their interests? Does having a sustainability certification increase your brand reputation and overall sales? Is a sustainability platform a catalyst to an island's overall growth in the tourism sector? How are we able to reduce operational inefficiencies through sustainability practices and really save the operator money? We know sustainability is requested, but how is it actually measured and perceived and what are the opportunities for growth within this sector? These and many other questions plague the sector and the Caribbean at large when you are dealing with limited resources. This is the basis of this sustainability panel. Transparency and the bottom line, business opportunities, regional trends, brand perspectives and innovative sustainability considerations will be explored and defined as it relates to investment/ROI in sustainability.

Moderator: **Denaye Hinds**, Director of Sustainability – OBM International

Panelists:

McHale Andrew, CEO - Invest St. Lucia

Michael Guenter, Director of Development - Replay Resorts

Michael Register, VP of Development - Trust Hospitality

Andre Escalante, CEO - Energy Dynamics

Andy Ingraham, President – NABHOOD

4:00 pm - 5:00 pm – **BREAKOUT SESSION 3 B**

Fillmore 7/10

GETTING CREATIVE TO JUMP START HOSPITALITY FINANCING IN THE REGION: The Caribbean the region is the most sought after location for vacationing. Additionally, the hotel market continues to perform strongly, demand is stronger than ever and profitability continues to increase – how do we transfer this success to financing. Are we about to experience a jump start to development in the region? How many deals have you seen financed in the region recently? Where is the money coming from? Is there funding available to affiliate/convert to brands, if so, where from? How are deals capitalized nowadays? Funds and foreign investors, are they real? Government subsidies, what is their target? EB-5/CBI success for anyone? As the appetite moves throughout the United States is there any light in the Caribbean? The discussion is intended to be very interactive and practical – providing the public with real life examples of success in project financing in the region.

Moderator: **Juan Corvinos Solans**, Director of Development, Caribbean & Panama - Hilton Worldwide

Panelists:

Salim Damji, Executive Vice President – Solid Rock Advisors

Robin Charlier, Development Affiliation - Warwick International Hotels

Will Watson, Director of Franchise Development, Americas Region – InterContinental Hotels Group

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

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

5:00 P.M. - 7:00 P.M. - **NETWORKING COCKTAIL RECEPTION**

Sax Pool

FRIDAY, NOVEMBER 14, 2014

8:00 am - 9:00 am - **NETWORKING BREAKFAST**

Fillmore Ballroom 6&9

9:00 am - 10:00 am - **GENERAL SESSION**

Fillmore Ballroom 6&9

THE INVESTOR/CAPITAL PROVIDER OUTLOOK: As the performance metrics of the Caribbean lodging industry continue to improve, investors will inevitably take notice. Nonetheless, in terms of attracting investment, the region competes with international markets while hotel projects also compete with other asset classes. Our panel of experts will discuss the opportunities and risks that capital providers focus on -- and how they expect these to evolve in the near future. Considerations include hotel attributes (segment and scale), destination characteristics, sponsorship profiles, branding, and the role of resort-residential products. We will also explore how investors expect deal structures and related terms to evolve, which new players may gain relevance in the future, and whether specific macro-trends will affect future investment in the Caribbean.

Moderator: **Jonas Niermann**, FSR - Financial Instruments Structured Products & Real Estate - PwC

Panelists:

Andrew Ashcroft, Managing Principal - Blue Key Capital

Lorne Bassel, President & CEO – CRAVE Real Estate

Daniel Liu, Senior Vice President – China Construction America Inc.

Ali Elam, Managing Director - Fortress Investment Group

John Keith, Managing Partner - Caribe Hospitality

10:00 am - 11:00 am - **GENERAL SESSION**

Fillmore Ballroom 6&9

COUNTRIES IN FOCUS: INVESTMENT OPPORTUNITIES IN THE REGION More than ever before, developers of resort and hospitality projects of all types in the Caribbean Region need to partner with the Governments of their host countries/locations. The complexity of the development process can, itself, be overwhelming. But the hurdles of developing in any Caribbean location without the solid foundation and synergy provided by a solid and mutually supportive relationship with Government can be impossible to overcome. This panel provides the perspective of four Caribbean Government officials, each with a unique understanding of just what makes a deal work on their home turf.

Moderator: **Greg Bohan**, Instructor/Special Programs - Florida Atlantic University

Panelists:

Jean Alain Rodriguez, Secretary Of State and Executive Director - CEI-RD – Dominican Republic

David Dodwell, Chairman – Bermuda Tourism Authority

Haydn Hughes, Parliamentary Secretary of Tourism - Government of Anguilla

Luis D Muñiz Martínez, Deputy Executive Director – Puerto Rico Tourism Company

11:00 am - 11:20 am - **Networking & Exhibitor Coffee Break**
Avalon Prefunction

11:20 am - 12:20 pm – **GENERAL SESSION**
Fillmore Ballroom 6&9

PUBLIC PRIVATE PARTNERSHIPS: Importance of these partnerships to improve and further develop respective destinations within the region. Public Private Partnerships have met with limited success in the Caribbean, but why? What are the main drivers for adopting this project delivery route? Is the route chosen for the right reasons and how can the region gain the initiative and take full advantage of this relatively new delivery method? 3P has typically been used for public sector projects, predominantly for the upgrading of aging infrastructure components. However, is this delivery method appropriate for the development of hotels and other tourist related amenities? And should the public sector be engaging in the development of such projects or should their focus be on the provision of an improved modern infrastructure that both supports and encourages existing and new hospitality related development. The discussion is intended to be very interactive and practical – providing guidance for developers, investors and governments based on the panelists’ extensive experience in the region (representing the views of Government, developers, consultants, and airlines).

Moderator: **Liam Day**, Managing Director – BCQS International

Panelists:

Vincent Vanderpool Wallace, Principal - BedfordBaker Group

Colvin Heath-London, Senior Business Manager – China Harbour Engineering Company

Martyn Bould, Chairman - Rider Levett Bucknall

Simon Townend, Partner - KPMG

12:30 pm. – **CLOSING REMARKS**

CONFERENCE ENDS

BIENVENIDOS



¡Saludos!

Estimados Asistente a la Conferencia CHICOS 2014,

Es un gran placer darle la bienvenida al evento anual de la industria de la hospitalidad en la región, la cada vez más importante Conferencia de Inversión en Hospitalidad y Cumbre de Operaciones del Caribe (CHICOS). Y es un honor darle la bienvenida a este hermoso hotel, el Hard Rock Hotel & Casino Punta Cana. Sea que regresa a CHICOS luego de haber asistido en años previos, o que se une a la Conferencia por primera vez, sabemos que los próximos dos días le resultarán productivos, informativos y valiosos.

Parris E. Jordan

Presidente
Conferencia de
Inversión en
Hospitalidad y Cumbre
de Operaciones del
Caribe

En esta cuarta edición de nuestra Conferencia, nos complace presentar las estrategias y oportunidades que ayudaran a promover inversiones comerciales en las industrias de hoteles, turismo y bienes raíces en el Caribe. La meta de esta conferencia es proveer un foro para expertos de la industria, tanto internacionales como regionales, discutir, deliberar y crear. Deseamos ver mentes brillantes colaborar y unirse para desarrollar, producir e inspirar. El potencial para esta región es enorme, y con las recientes tendencias positivas y la oportunidad de reflexionar sobre los retos que permanecen, el panorama es brillante para los que están bien informados. CHICOS supone un esfuerzo conjunto genuino de parte del gobierno y del sector privado para detonar crecimiento y mejorar las oportunidades de inversión en la región.

Usted se encuentra entre más ejecutivos y líderes de opinión que participan en CHICOS 2014. El Caribe es un destino atractivo para turistas que buscan nuestras playas y complejos hoteleros; proveemos una amplia variedad de alojamiento y experiencias para los que buscan lo económico o lo exclusivo. El impulso en aumento de nuestra industria supone una recuperación para nuestro mercado. Y para los interesados en hacer negocio aquí, es importante comprender cómo se hacen las cosas aquí para ser exitoso. Es por eso que asistimos a CHICOS.

CHICOS reúne a las personas clave más influyentes y relevantes de la industria compartiendo perspectivas sobre el desarrollo de nuevos proyectos empresariales y escenarios actuales. Ellos nos ayudarán a comprender los retos que confrontamos en la región y proveerán un conocimiento exhaustivo sobre las tendencias que podemos anticipar.

Deseo agradecer a todos los que se han unido a nosotros para CHICOS este año – patrocinadores, compañías, organizaciones, distinguidos oradores y panelistas, y los periodistas de la industria y de negocios que tanto han contribuido a promover nuestra conferencia. Gracias a la Asociación de Hoteles y Turismo del Caribe (CHTA) y a la Organización de Turismo del Caribe (CTO) por su apoyo, organización y contribuciones a CHICOS y el prestigio que brindan a este evento.

Un agradecimiento especial a nuestro hotel anfitrión, el Hard Rock Hotel & Casino Punta Cana, por su gentileza a lo largo del proceso de planificación; y a CEI-RD and ASONAHORES por su dedicación y apoyo consecuente a la misión de CHICOS.

Y desde luego, gracias y bienvenidos a nuestros asistentes y a participantes nuevos. Esperamos que aprendan y se beneficien de CHICOS y que deseen regresar el año próximo para mantener su conocimiento y perspectivas al día y provechosas.

Parris E. Jordan
Presidente
Conferencia de Inversión en Hospitalidad y Cumbre de Operaciones del Caribe



Jeff Vasser

Director General &
Principal Oficial
Ejecutivo
Asociación de Hoteles y
Turismo del Carib

Estimado Delegado de CHICOS,

Bienvenido a la República Dominicana y a nuestro hotel anfitrión, el Hard Rock Hotel & Casino Punta Cana, para la cuarta edición de la Conferencia de Inversión en Hospitalidad y Cumbre de Operaciones del Caribe (CHICOS).

La Asociación de Hoteles y Turismo del Caribe (CHTA) y la Organización de Turismo del Caribe (CTO) están trabajando en conjunto con HVS por segundo año consecutivo para presentar CHICOS, en donde focalizaremos los factores clave que impactan el clima de inversión en la región del Caribe.

CHICOS reúne a importantes expertos y oficiales de alto nivel de la industria, de todos los sectores involucrados en el desarrollo y la inversión turística. Los panelistas de CHICOS examinarán el flujo de capital de inversión a la región, propiedades todo incluido, rentabilidad de hoteles sostenibles y las naciones del Caribe listas para inversión.

Una sesión destacada en particular, el Hospitality Leaders Outlook, contará con cuatro de los principales ejecutivos de la región compartiendo conocimientos sobre las fortalezas, oportunidades disponibles y retos de la región.

El programa de CHICOS se desarrolla bajo el liderato de Parris E. Jordan, director ejecutivo de HVS en el Caribe y presidente de la conferencia CHICOS. Parris y su equipo han llevado inversiones comerciales en el Caribe a la vanguardia de la industria de inversión por los pasados cuatro años, mientras subimos el listón para nuestra región por medio de crecimiento y desarrollo.

Gracias a todos nuestros Socios Estratégicos y patrocinadores por apoyar el evento CHICOS. Gracias a los miembros del comité anfitrión por planificar una agenda exhaustiva para los participantes. Gracias al país anfitrión, la Republica Dominicana, por su hospitalidad, y al personal de Hard Rock Hotel & Casino Punta Cana por su espíritu acogedor como hotel anfitrión de CHICOS.

Le deseo una conferencia CHICOS muy exitosa y anticipo compartir con usted a lo largo del evento.

Jeffrey S. Vasser, CHA
Director General & Principal Oficial Ejecutivo
Asociación de Hoteles y Turismo del Caribe

JUEVES, 13 DE NOVIEMBRE DE 2014

7:30 A.M. – **INSCRIPCIÓN**

8:00 A.M. - 9:00 A.M. – **Desayuno para Establecer Contactos**

9:00 A.M. - 9:45 A.M. – **BIENVENIDA, CARIBE Y RESUMEN ECONÓMICO**

Desempeño Global & Regional de Hoteles

Carter Wilson, director - STR Analytics

Resumen del Mercado de Alojamientos del Caribe

Parris Jordan, director ejecutivo - HVS Caribbean

Contexto Estratégico para Hoteles del Caribe 2014-2015

George Spence, titular – Leading Property Group

9:45 am - 10:45 am – **SESIÓN PLENARIA**

Fillmore Ballroom 6&9

PERSPECTIVA DE LÍDERES DE LA HOSPITALIDAD: Panel de inversores, propietarios y operadores, discuten los asuntos principales que impactan a la industria en la región actualmente. Toda vez que la región del Caribe continúa recuperándose y creciendo, este panel discutirá las oportunidades y las limitaciones de ese crecimiento y prosperidad. ¿Quién está invirtiendo y en dónde? ¿Cuáles son los criterios de los inversores? ¿Qué tipo de producto y concepto estamos viendo en desarrollo? ¿Cuáles son los mayores impedimentos que aun necesitan ser superados? ¿Cuáles son algunas de las grandes historias de éxito emergentes?

Moderador: **David Larone**, director – PKF Consulting

Panelistas:

Hon. Ministro Richard Sealy, CTO, titular y ministro de turismo de Barbados

Dave Callaghan, vicepresidente - Interval International

Kenny Blatt, titular y director de operaciones – CPG Real Estate

Craig Smith, presidente – Caribe y América Latina – Marriott International

10:45 A.M. A 11:10 A.M. – **Receso de Café de Expositores y para Establecer Contactos**

Avalon Prefunction

11:15 am -12:15 pm – **SESIÓN PLENARIA**

Fillmore Ballroom 6&9

CAPITAL Y LA NUEVA NORMALIDAD: Panel de proveedores de capital y asesores discuten inversiones en el Caribe y lo que se necesita para cerrar un negocio. ¿Quién está financiando proyectos en el Caribe y a base de qué? Aunque parece ser que la confianza en la región entre financieros está mejorando, esto no parece estar resultando en capital fácilmente disponible. Los fondos han sido escasos por tanto tiempo que parece ser que el panorama haya cambiado permanentemente. ¿Representa este clima la “nueva normalidad”? Si ese es el caso, ¿cómo es la nueva normalidad? ¿Cómo se están estructurando los tratos actualmente? ¿Cuáles son los términos y condiciones puntuales? ¿Con quién estamos tratando y cuán sostenibles son sus intereses en la región? La capacidad de reunir capital será absolutamente crítica si, como parece ser el caso, la región ha superado lo peor de la crisis económica y podemos comenzar a mirar hacia el futuro con optimismo prudente. Ayúdenos a resolver este asunto crucial participando en la discusión interactiva con nuestro panel de financieros innovadores y creativos para llevar un nuevo enfoque a un problema difícil y complejo.

Moderador: **Gary Brough**, director ejecutivo – KPMG

Panelistas:

Nicholas Hecker, titular principal - Och Ziff Real Estate

Bill Sipple, director ejecutivo - HVS Capital Corp

Bob Sonnenblick, titular – Sonnenblick Development LLC

Adam Rosenberg, jefe global de juegos de azar y ocio – Fortress Investment Group – Credit Funds

PROGRAMA

12:15 pm - 1:15 pm – **SESIÓN TEMÁTICA 1 A**

Fillmore 8/11

DE LOS TRÁMITES BUROCRÁTICOS AL TRATAMIENTO DE ALFOMBRA ROJA: Discusión del apoyo necesario para proyectos relacionados al turismo en las diferentes islas. ¿Qué están haciendo los gobiernos para mejorar el proceso? ¿Cuáles son los mayores retos para el desarrollador / enlace de gobierno? ¿Cuáles son los incentivos mínimos para asegurar la competitividad del destino? Los complejos hoteleros son una industria de exportación, pero en lugar de disfrutar de subsidios al igual que otras industrias de exportación en el mundo, el sector es a menudo tratado como la “gallina de los huevos de oro” para los ingresos públicos de las islas. Los retos de los presupuestos públicos nunca han sido mayores, pero la financiación de desarrollos pocas veces ha sido más escasa - ¿hay nuevos tipos de incentivos a explorar? ¿Cómo pueden los impuestos portuarios ser reducidos? ¿Cómo pueden las islas racionalizar el proceso de planificación? ¿Hay ejemplos de “una ventanilla única” – un solo contacto para los desarrolladores en la coordinación efectiva de múltiples departamentos gubernamentales? ¿Cuál es el impacto de EB-5 y esquemas de Ciudadanía por Inversión? ¿Qué otras fuentes de financiación regionales públicas y privadas están accesibles, si los gobiernos fueran a trazar estrategias estrechamente con la industria? La sesión está diseñada para ser interactiva y práctica, destacando asuntos actuales y mejoras potenciales a base de la extensa experiencia en el Caribe de los panelistas y representando las perspectivas de depositarios públicos y privados pertinentes.

Moderador: **Robert MacLellan**, principal – MacLellan & Associates

Panelistas:

Hugh Riley, principal oficial ejecutivo – Organización de Turismo del Caribe (CTO)

Enrique De Marchena Kaluche, socio - DMK Lawyers

Roland ‘Andy’ Burrows, director de inversiones, Autoridad de Turismo de Bermuda

Tom Osborn, director regional de desarrollo en América del Norte – Best Western

Roland Mouly, vicepresidente, desarrollo, América Latina, México y el Caribe - Carlson Rezidor Hotel Group

12:15 pm - 1:15 pm – **SESIÓN TEMÁTICA 1 B**

Fillmore 7/10

PROYECTOS DE USO MIXTO: Discusión de los ingredientes clave que pueden llevar a desarrollos de uso mixto exitosos. ¿Cuáles desarrollos lo han hecho correctamente? ¿Qué se debe evitar? Los complejos de uso mixto están dirigidos a una variedad de segmentos del mercado. Estos tipos de desarrollos combinan varios tipos de propiedades que crean oportunidades para relaciones sinérgicas pero, a la vez, estos segmentos diferentes pueden no ser enteramente compatibles, lo cual debe ser considerado en el diseño y la programación del proyecto. Nuestros panelistas compartirán ejemplos de diseño y programación adecuados que han llevado a climas integrados y bien balanceados – y también compartirán varias lecciones que han aprendido y proveerán consejos sobre asuntos que se deben evitar.

Moderador: **John Lancet**, director ejecutivo – HVS Miami

Panelistas:

Doug Kulig, principal oficial ejecutivo – OBM International

Reynaldo Ramírez, director, ventas y servicios de complejos vacacionales – Interval International

Patrick Freeman, presidente – Cisneros Real Estate

Alinio Azevedo, director de desarrollo - Four Seasons Hotel & Resorts

Robi Das, director ejecutivo – Newmark Grubb Knight Frank Capital Markets

1:15 P.M. A 2:40 P.M. – **ALMUERZO PARA ESTABLECER CONTACTOS -
INTERVAL INTERNATIONAL**

Avalon Prefunction

2:45 pm - 3:40 pm - **SESIÓN TEMÁTICA 2 A**

Fillmore 8/11

ACTUALIZACIÓN DE HOTELES TODO INCLUIDO: Todo sobre hoteles todo incluido: Los hoteles todo incluido son un componente clave a través del Caribe. Ofrecen oportunidades y retos para propietarios suficientemente valientes para aventurarse al espacio, pero requiere un cierto nivel de conocimiento para tener éxito. ¿Que necesitan saber los inversores en cuanto a ser dueño de y operar un complejo hotelero todo incluido? Para comenzar, requiere una destreza operacional que maximice técnicas de comercialización, conocimientos de operaciones y pericia en gestión de alimentos y bebidas. Encontrar los socios gubernamentales, de financiación y de gestión adecuados es de gran ayuda cuando se mide la viabilidad de estos interesantes y abarcadores proyectos. Estos expertos de la industria proveerán conocimientos y orejitas sobre cómo hacer que un proyecto todo incluido funcione, desde hallar la localización ideal, el colaborador adecuado y el mercado objetivo correcto.

Moderador: **Jeff Higley**, director editorial - Hotel News Now y vicepresidente, medios digitales y comunicaciones - STR

Panelistas:

Javier Coll, vicepresidente ejecutivo y principal oficial de estrategia - Apple Leisure Group

Marco Roca, vicepresidente ejecutivo y principal oficial de desarrollo - Hard Rock International

Denis Ebrill, vicepresidente ejecutivo de desarrollo de producto, América del Norte – Melia Hotels International

Camilo Bolaños, vicepresidente de desarrollo para América Latina y el Caribe – Hyatt International

Rich Cortese, vicepresidente sénior, operaciones y desarrollo, Caribe - Aimbridge Hospitality

PROGRAMA

2:45 pm - 3:40 pm - **SESIÓN TEMÁTICA 2 B**

Fillmore 7/10

LECCIONES APRENDIDAS – EDICIÓN DESARROLLADORES: La región puede suponer una curva de aprendizaje empinada para desarrolladores sin experiencia. Comprender las “lecciones aprendidas” es crítico. ¿Cuáles son los mayores retos que enfrentan los desarrollos de hoteles y complejos vacacionales en la región y cómo se gestionan más efectivamente estos retos? Esta sesión proveerá conocimientos prácticos sobre asuntos tales como ensamblar el equipo de desarrollo correcto, obtener investigación de mercado precisa, negociar concesiones del gobierno, conseguir y transportar materiales adecuadamente y manejar exitosamente su fuerza laboral. El panel de expertos, todos los cuales han desarrollado en la región, también discutirán la modulación de fases y capitalización de un proyecto, asuntos legales que enfrentan los inversores y desarrolladores extranjeros, selección de la marca correcta y reunir la mezcla de producto y paquete de amenidades adecuados para un proyecto de hospitalidad en el Caribe exitoso. La discusión está diseñada para ser interactiva y dar a pensar, proveyendo asesoramiento práctico a desarrolladores potenciales o sus inversores y proveedores de servicios profesionales.

Moderador: **Matt Norton**, socio – K&L Gates

Panelistas:

Maurice Chartier, vicepresidente sénior de desarrollo – Sinergo Development Group

Stan Hartling, principal oficial ejecutivo – Hartling Group

Simón Suárez, presidente, ASONAHORES

Rafael Blanco, vicepresidente ejecutivo – Viva Resorts

Joe Yung, vicepresidente sénior de desarrollo - Columbia Sussex Corporation

3:40 P.M. A 4:00 P.M. – **Receso de Café de Expositores y para Establecer Contactos**

4:00 pm - 5:00 pm – **SESIÓN TEMÁTICA 3 A**

Fillmore 8/11

4:00 P.M. A 5:00 P.M. – **RENTABILIDAD DE INVERSIÓN DESDE UNA PERSPECTIVA DE SOSTENIBILIDAD:** Resultados operacionales recientes muestran que algunos hoteles del Caribe se están beneficiando de un diseño sostenible, lo que resulta en costos de utilidades más bajos. ¿Contribuye realmente la sostenibilidad a su balance? ¿Cómo perciben realmente los desarrolladores la inversión en sostenibilidad? ¿Hay un aumento en inversores verdes y, si ese es el caso, cuáles son sus intereses? ¿Tener una certificación de sostenibilidad aumenta la reputación de su marca y las ventas? ¿Es una plataforma sostenible un catalizador para el crecimiento general del sector turístico de una isla? ¿Cómo podemos reducir ineficiencias operacionales a través de prácticas sostenibles y realmente economizarle dinero al operador? Sabemos que la sostenibilidad se solicita, pero ¿cómo se mide y percibe y cuáles son las oportunidades de crecimiento en este sector? Estas y otras interrogantes plagan al sector y al Caribe en general cuando los recursos son limitados. Esta es la premisa de este panel sobre sostenibilidad. La transparencia y el balance, oportunidades empresariales, perspectivas de marca y consideraciones innovadoras de sostenibilidad serán explorados y definidos en función de la inversión/rentabilidad de inversión en sostenibilidad.

Moderador: **Denaye Hinds**, director de sostenibilidad – OBM International

Panelistas:

McHale Andrew, principal oficial ejecutivo - Invest St. Lucia

Michael Guenter, director de desarrollo - Replay Resorts

Michael Register, vicepresidente de desarrollo -Trust Hospitality

Andre Escalante, principal oficial ejecutivo - Energy Dynamics

Andy Ingraham, presidente – NABHOOD

4:00 pm - 5:00 pm – **SESIÓN TEMÁTICA 3 B**

Fillmore 7/10

PONIÉNDOSE CREATIVO PARA AYUDAR A ARRANCAR LA FINANCIACIÓN DE LA HOSPITALIDAD EN LA REGIÓN:

El Caribe es la localización más buscada para vacacionar. Además, el mercado de hoteles continúa desempeñándose bien, la demanda es más fuerte que nunca y la rentabilidad continúa aumentando - ¿Cómo transferimos este éxito a la financiación? ¿Estamos a punto de ver un arranque en el desarrollo de la región? ¿Cuántos tratos ha visto financiado en la región recientemente? ¿De dónde está viniendo el dinero? ¿Hay fondos disponibles para afiliarse/convertirse a marcas y, si ese es el caso, dónde? ¿Cómo se capitalizan los tratos hoy? Los fondos e inversores extranjeros, ¿son reales? Subsidios gubernamentales, ¿cuál es su objetivo? EB-5/CBI, ¿éxito para cualquiera? Mientras la sed de desarrollo se expande a través de los Estados Unidos, ¿hay luz en el Caribe? La discusión está diseñada para ser muy interactiva y práctica – proveyendo al público con ejemplos reales de éxito en financiación de proyectos en la región.

Moderador: **Juan Corvinos Solans**, director de desarrollo, región andina, La Española y Panamá - Hilton Worldwide

Panelistas:

Salim Damji, vicepresidente ejecutivo – Solid Rock Advisors

Robin Charlier, desarrollo de afiliación - Warwick International Hotels

Will Watson, director de desarrollo de franquicias, Américas – InterContinental Hotels Group

Russell Urban, vicepresidente ejecutivo de desarrollo comercial y adquisiciones – hoteles y complejos de destino, Lowe Hospitality Group

Mark Purcell, vicepresidente, desarrollo gestionado - Starwood Hotels & Resorts

5:00 P.M. TO 7:00 P.M. – **CÓCTEL DE RECEPCIÓN**

SAX Pool

VIERNES, 14 DE NOVIEMBRE DE 2014

8:00 am - 9:00 am - **DESAYUNO DE ENCUENTRO**

Fillmore Ballroom 6&9

9:00 am - 10:00 am - **SESIÓN PLENARIA**

Fillmore Ballroom 6&9

EL PRONÓSTICO DEL INVERSOR/PROVEEDOR DE CAPITAL: Toda vez que los indicadores de rendimiento en la industria de alojamientos del Caribe continúan mejorando, los inversores tomarán nota inevitablemente. No obstante, en términos de atraer inversión, la región compite con mercados internacionales mientras que proyectos hoteleros también compiten con otros clases de activos. Nuestro panel de expertos discutirá las oportunidades y riesgos en los que se centran los proveedores de capital – y cómo esperan que evolucionen a corto plazo. Las consideraciones incluyen atributos del hotel (segmento y escala), características del destino, perfiles de patrocinio, marcas, y el rol de los productos complejo vacacional/residencial. También exploraremos cómo los inversores esperan que evolucionen las estructuras de las transacciones y los términos relacionados, qué jugadores podrían ganar relevancia en el futuro y si las macro-tendencias específicas afectarán la inversión futura en el Caribe.

Moderador: **Jonas Niermann**, FSR - instrumentos financieros, productos estructurados y bienes raíces - PwC

Panelistas:

Andrew Ashcroft, principal ejecutivo - Blue Key Capital

Lorne Bassel, presidente y principal oficial ejecutivo – CRAVE Real Estate

Daniel Liu, vicepresidente sénior – China Construction America Inc.

Ali Elam, director ejecutivo -Fortress Investment Group

John Keith, director ejecutivo - Caribe Hospitality

10:00 am - 11:00 am - **SESIÓN PLENARIA**

Fillmore Ballroom 6&9

PAÍSES EN LA MIRILLA: OPORTUNIDADES DE INVERSIÓN EN LA REGIÓN: Más que nunca antes, los desarrolladores de proyectos de complejos vacacionales y proyectos turísticos de todo tipo en la región del Caribe necesitan establecer alianzas con los gobiernos de sus países anfitriones. La complejidad del proceso de desarrollo puede ser, por si misma, avasalladora. Pero los impedimentos para desarrollar en cualquier localización en el Caribe sin la base y la sinergia que proveen una relación solida de apoyo mutuo con el gobierno pueden ser imposibles de superar. Este panel provee la perspectiva de cuatro oficiales gubernamentales del Caribe, cada uno con una visión singular de qué hace que un trato funcione en su país.

Moderador: **Greg Bohan**, instructor/programas especiales - Florida Atlantic University

Panelistas:

Jean Alain Rodríguez, secretario de estado y director ejecutivo - CEI-RD – República Dominicana

David Dodwell, presidente de la junta – Autoridad de Turismo de Bermuda

Haydn Hughes, secretario parlamentario de turismo – Gobierno de Anguilla

Luis D Muñoz Martínez, subdirector ejecutivo – Compañía de Turismo de Puerto Rico

11:00 – 11:20 A.M. – **Receso de Café de Expositores y para Establecer Contactos**
Avalon Prefunction

11:20 am - 12:20 pm - **SESIÓN PLENARIA**
Fillmore Ballroom 6&9

ALIANZAS PÚBLICO-PRIVADAS: La importancia de estas alianzas para mejorar y continuar desarrollando los destinos respectivos en la región. Las alianzas publico privadas han tenido un éxito limitado en el Caribe, pero ¿por qué? ¿Qué impulsan su adopción? ¿Se opta por esta ruta por las razones correctas y cómo puede la región tomar la iniciativa y potenciar las ventajas de este método relativamente nuevo? Estas alianzas han sido usadas típicamente para proyectos del sector público, predominantemente para mejorar componentes de infraestructura más viejos. Sin embargo, ¿es este el mecanismo apropiado para el desarrollo de hoteles y otras amenidades relacionadas al turismo? Y, debe el sector público involucrarse en tales proyectos o debe por el contrario centrarse en la provisión de una infraestructura moderna mejorada que apoye y estimule desarrollos actuales y nuevos de hospitalidad? La discusión está diseñada para ser muy interactiva y práctica – proveyendo orientación a desarrolladores, inversores y gobiernos, basada en la amplia experiencia de los panelistas en la región (representando las perspectivas de gobierno, desarrolladores, consultores y líneas aéreas).

Moderador: **Liam Day**, director ejecutivo – BCQS International

Panelistas:

Vincent Vanderpool-Wallace, principal - BedfordBaker Group

Colvin Heath-London, gerente comercial sénior – China Harbour Engineering Company

Martyn Bould, presidente - RLB

Simon Townend, socio - KPMG

12:30 P.M. – **COMENTARIOS FINALES**

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 Project Manager - HVS Caribbean

Nicole Roantree is the Conference Director for CHICOS and a Senior Project Manager 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

Global Head of Gaming and Leisure - Fortress Investment Group, Credit Funds



Adam Rosenberg is a Managing Director and Global Head of Gaming & Leisure within the Credit Funds at Fortress Investment Group. In this role, Adam is responsible for investments made by Fortress's family of Credit-related funds across the capital structure in the Gaming & Leisure sector around the world.

Prior to joining Fortress, Adam spent over 16 years in the Investment Banking Division of Goldman, Sachs & Co, where he was a Managing Director and Global Head of Gaming. Adam was instrumental in building and eventually running the Gaming Group on a global basis. In that role, Adam provided strategic and financial advice to the firm's casino operator, gaming technology and equipment manufacturer clients around the world. Firm clients included 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 was 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 currently 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 spent four years as 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.

Ali Elam

Managing Director- Fortress Investment Group



Ali Elam is a Managing Director, focusing on hospitality and related fields as well as international real estate debt and equity investments. Recent transactions have included senior, mezzanine and preferred equity financing of individual hotels, hotel developments, land acquisitions as well as large portfolios in the US, Europe and Latin America. Ali maintains Fortress's relationships with all major hotel brands and individual owners. Prior to joining Fortress, Ali spent 8 years at Lehman Brothers in both investment banking and real estate principal investments. He also worked at Goldman Sachs in London and First Boston Corporation (now Credit Suisse) where he started his career. He holds a B.S. from Yale University and an MBA from the Wharton School Graduate Division.

Alinio Azevedo

Vice President, Development, Americas - Four Seasons Hotels & Resorts



Alinio currently leads Four Seasons' development efforts in Latin America and Caribbean and is focused on building relationships with key hotel investors and developers to facilitate the growth of Four Seasons' portfolio in the region.

In his previous role at Ernst and Young LLP in Miami, Florida, Alinio was Manager in the Hospitality Advisory Services Group, providing development and M&A advisory services for projects in Latin America, Caribbean, Middle East and Europe. Formerly, Alinio was involved in the development of several midscale and upscale hotel projects in the United States on behalf of a US-based hotel investment and management company and in Brazil representing a local development group.

Alinio has an MBA from Duke University's Fuqua School of Business and a Bachelor of Science in Engineering from the Universidade Federal Do Rio Grande Do Norte, Natal, Brazil. Alinio also attended the École Supérieure des Sciences Économiques et Commerciales (ESSEC) in Paris, France.

PANELISTAS

Andre Escalante

Chief Executive Officer - Energy Dynamics



Andre Escalante is a national of Trinidad and Tobago and the founder and Managing Director of Energy Dynamics Ltd. Energy Dynamics is a Trinidad based Energy Service Company (ESCO) with projects and operations undertaken throughout the English speaking Caribbean and the Dominican Republic.

Mr. Escalante has extensive experience within the energy efficiency and renewable energy field. His company has undertaken numerous energy audits (over 300), developed Corporate Utility Management programs, designed, supplied and installed absorption cooling and co-generation systems, waste re-use systems, and other clean energy projects for a diverse clientele including the IADB, CHTA, and the CDB.

He has a BSc in Mechanical Engineering, MSc in Biomedical Engineering and is expected to graduate with the Global Energy MBA from the University of Warwick in 2015. He is also a Certified Energy Manager (CEM), a designation from the Association of Energy Engineers, an organization in which he was a former Secretary.

Andrew Ashcroft

Managing Principal - Blue Key Capital

Mr. Andrew Ashcroft is the Managing Principal of Blue Key Capital, in the Belize office focusing on the Caribbean, Central and South America. Blue Key Capital is a platform for its principals and affiliates to make private equity investments and has access to proprietary deal flow through banking relationships, existing long-standing relationships with capital affiliates and development partners, and in-depth local market knowledge focused on Government relationships. The result will be deal flow, which is off-market.

Prior to establishing Blue Key Capital, Mr. Ashcroft was the Chief Operating Officer and Waterloo Investment Holdings Limited ("WIHL") He was responsible for all divisions of WIHL including financial services, hospitality, and investments. WIHL owns British Caribbean Bank, numerous hotels, marina, and a private island development.

At British Caribbean Bank, Mr. Ashcroft served as the Managing Director building the bank from 80m to 400m in assets primarily in the Turks and Caicos Islands. Through the growth of the Bank, he financed some of the most recognized resorts on the World Renowned Grace Bay Beach.

Mr. Ashcroft is a graduate in International Business and has a diploma in Financial Services Management from an affiliate of University of Manchester.

Andy Ingraham

President and CEO - NABHOOD



Mr. Ingraham founded NABHOOD in 1999. It was formerly incorporated in 2001. NABHOOD was formed 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.

Andy is also President/CEO of Horizons Marketing Group Intl. Inc., a marketing and public relations corporation with special emphasis on African American and multicultural tourism. He has over twenty-eight years in the tourism industry, developing specific expertise in multicultural and Caribbean tourism. Horizons created a number of programs for domestic and Caribbean destinations seeking to access the growing African American and multicultural market.

Because of his knowledge and expertise, he is a constant source for articles and has been featured or quoted in the Wall Street Journal, New York Times, National Public Radio, Hotel Business, Black Meetings & Tourism Magazine and a host of other publications. He has spoken or participated as a panelist internationally and domestically on hotel investment & development and multicultural tourism.

SPEAKERS

Camilo Bolaños

Vice President of Development and Real Estate - Hyatt Hotels Corporation



Mr. Bolaños is currently in charge of development and strategic business planning in Latin America for Hyatt with a specific emphasis in Mexico, Central America and the Andean region in South America. He is focused in not only refining, but also spearheading the development strategies for these markets and structuring deals that bring together local needs and opportunities while successfully satisfying Hyatt's mid- to long-term business model. In his role, Mr. Bolanos is also responsible in utilizing and leveraging Hyatt's strong balance sheet through key asset acquisitions and the establishment of joint venture partnerships. Mr. Bolaños is a 17-year industry veteran having held senior level positions at leading companies such as Real Hotels and Resorts, Avianca Airlines and Carlson Restaurants Worldwide.

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.

Craig Smith

President, Caribbean and Latin America - Marriott International



Craig S. Smith is President of the Caribbean & Latin America region for Marriott International, Inc. based in Weston, Florida. He is responsible for more than 80 hotels in twenty-four countries spanning nine lodging brands including The Ritz-Carlton and its brand extensions, JW Marriott Hotels, Marriott Hotels & Resorts, Renaissance Hotels, Autograph Collection, Courtyard by Marriott, Residence Inn by Marriott, Fairfield Inn by Marriott, and Marriott Executive Apartments.

An operations and development veteran, Craig offers a track record spanning 26 years in the resort, luxury, and business segments of the industry including significant experience in North America, the Caribbean, Latin America, and Asia-Pacific. With a focus to double the company's portfolio in the Caribbean and Latin America, Craig plays an integral role in development, leveraging his unique operational and development experience combined with a deep understanding of market dynamics within the region.

Prior to his current role, Craig served as Executive Vice President and Chief Operations Officer for Asia Pacific responsible for 150 hotels generating in excess of \$3.5 billion in revenue. Craig's team in the region was responsible for doubling Marriott's loyalty program in China while customizing unique offerings for the Asian client. Under his leadership, market share improved by over fifteen percent in just three years with profit margins growing an average of 1.5-2 percentage points annually. With a substantial focus on quality and the guest experience, Craig propelled Asia Pacific from the lowest in guest satisfaction scores to the highest ranking in the entire Marriott International portfolio.

PANELISTAS

Daniel Liu

Senior Vice President - China Construction America



Mr. Daniel Liu is the Sr. Vice President of CSCEC Holding Company, Inc., a CSCEC's subsidiary in the U.S. He is also the board member of the company and executive board member of CSCES Holding Investment/Development Company (Strategic Capital).

Mr. Liu has over 28 years experience in construction field. He has worked for 15 years for major construction firms in New York City and he has extensive experience and knowledge in both construction management and real estate development.

Mr. Liu is also an entrepreneur. He founded his own construction and real estate company in the early '90's. He received many awards including one of Top 50 Asian Entrepreneurs Award from the Asian American Business Development Center in 2001, and Minority Contractor of the Year from US Government in 2002. In 2003, Mr. Liu's company was recognized as one of the fastest growing minority company in the Metropolitan area by INC's Magazine.

Mr. Liu is currently working on a mega project to construct the \$3.5 billion Baha Mar Resort in Nassau. He is also involved in the decision making of corporate investment and development, especially in the Caribbean and South America. The latest deal is the acquisition of a Hilton Hotel property and development site.

Mr. Daniel Liu holds a Bachelor's Degree in Civil Engineering from Chungking University and attended Columbia University and Manhattan College, graduating with a Master's Degree in Structural Engineering.

David Dodwell

Chairman - Bermuda Tourism Authority



A Bermudian and a graduate of Cornell University's Hotel School, David Dodwell has more than four decades of career experience in the hospitality industry.

In 1981 David acquired The Reefs in Southampton, Bermuda. The resort consistently receives the highest accolades from the travel industry, and made history when it became the first Bermuda resort to earn the top spot as the #1 Atlantic resort in the Condé Nast Traveler Readers' Choice Awards and which it has continued to achieve six years in succession.

In 1989, David purchased Nisbet Plantation Beach Club in Nevis. Nisbet Plantation has received countless honours including being named in the Condé Nast Traveler 2014 Reader's Choice awards and in the T+L 2014 Top 100 in the world for the Caribbean, Bermuda and the Bahamas.

Mr Dodwell was a Member of Bermuda's Parliament for 14 years and was Minister of Tourism from 1995 – 1998.

He was named Caribbean Hotelier of the Year for 2010 – the highest honour bestowed upon an hotelier by the Caribbean Hotel & Tourism Association.

Mr Dodwell was appointed Chairman of the newly created Bermuda Tourism Authority which will be the organization which restores and evolves Bermuda's Tourism Industry.

SPEAKERS

David Callaghan

Vice President – Interval International



David Callaghan is vice president of resort sales and service for Interval International and Preferred Residences. He is responsible for the United States, Canada, and the Caribbean; manages day-to-day sales and service activities, and is responsible for maintaining and building the company's client base.

Callaghan joined Interval in 1993 as a vacation counselor, was promoted to on-site account manager that year, and to Caribbean region manager in 1995. He has held a variety of positions of increasing scope, including assistant vice president and vice president of business development.

Callaghan received the American Resort Development Association Circle of Excellence Award as Producer of the Year in 2002, 2003, and 2004, and is a member of its Chairman's League. Active in the Caribbean Hotel and Tourism Association, he was named its 2009 Allied Member of the Year.

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.

Denaye Hinds

Director of Sustainability - OBM International



As the head of OBM's Green Matters Studio, Denaye leads OBM's initiative within the sustainability sector. With her extensive experience in sustainable infrastructure, tourism operations, training and regulations for international standards and systems, she is responsible for building and leading OBM's Design and Planning sustainability policy and projects.

As a native Bermudian and engineer/project management graduate, Denaye has experience in sustainability planning at the destination and operations level, working with governments to produce sustainability plans for the tourism sector and guide sustainable development in various island-nations. Her role within tourism plans involves sustainability infrastructure, planning and resource forecasting of islands to prepare for the future. She has provided guidance and developed plans to ensure longevity of industries with the goal of improving and implementing sustainable development. Denaye is proficient in sustainable solid waste management, green energy policies, evaluation of sustainable infrastructure and utilities, social and community awareness, to ensure responsible tourism enterprises. Ms. Hinds provides a wealth of knowledge to Clients seeking to understand and embark on sustainability analysis and implementation of their operations and developments.

Denaye is currently the Chairman and Engagement Director of the US Green Building Council Miami Branch and Co-Chair the Sustainable Tourism & Hospitality Initiative for the organization at the regional South Florida level. She is the Technical Director of CAST (Caribbean Alliance for Sustainable Tourism) working to ensure sustainability resources for the region. Spearheading OBM's Social Responsibility, giving back to communities where she resides is evident and continues to be a driving force both personally and professionally.

PANELISTAS

Denis Ebrill

VP Development, The Americas – Melia Hotels International



Denis Ebrill is Vice President of Development – The Americas, for Spanish-based Meliá Hotels International, a 60-year-old international hospitality company with over 350 hotels in 30 countries on five continents. His responsibilities include expansion opportunities for hotels in Mexico, the USA, Canada, the Caribbean, and Spanish-speaking Latin America, in addition to the growth of Club Meliá's Vacation Club operations internationally.

Prior to his current role, Denis was responsible for Club Meliá, part of a growing and expanding leisure lifestyle concept that includes exotic destinations, designer-appointed luxury suites, exclusive services and unforgettable leisure experiences for Members. 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.

Ebrill has also held several corporate and hotel general manager positions with Starwood and Sheraton in Alaska, Boston, Brazil, Denmark, Germany, Mexico, and Venezuela. 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.

Doug Kulig

Chief Executive Officer – OBM International



Doug is an internationally respected designer of resort and hospitality projects. In today's business parlance – Doug truly is a trusted advisor to the major hotel brands, operators and owners.

Doug has played a key role in several large-scale projects, wearing many different hats. In the early stages acting as a development consultant, blending together clients' dreams and financial goals, he understands the physical opportunities of the property, from the conceptualization of the project master plan, to the realization of the architecture. Projects in which Doug's vision and leadership were instrumental include: The Wave in Muscat, Roco Ki in Dominican Republic and the world renowned Royal Mansour in Marrakech.

Doug has a recognized ability to create the vision for a destination, identifying its unique qualities and opportunities to offer truly transformative experiences. He jointly heads up OBMI's Destination Creation Studio, providing thought leadership, practical "hands on" development advice, mentorship and project direction encompassing the entire development process – from the first day of conceptual design through to market launch.

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, international transactions, real estate and tourism, corporate and business law and governmental affairs. 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 a current board member/former president of the Dominican Hotels and Restaurants Association and the former President of Central Law Board of Directors (2012-2014). In the past he has been the Chairman and President of CHTA (2008-2012) 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. He is a member of the Dominican Bar Association; International Bar Association (IBA), American Bar Association (ABA); and Young Dominican Entrepreneurs Association (ANJE).

Additionally, Mr. De Marchena is the Honorary Jamaican Consul in the Dominican Republic and an Honorary Professor of Hotel Management Faculty at the Universidad Central del Este (UCE).

SPEAKERS

Gary Brough

Managing Director – KPMG



Gary is the Managing Director for KPMG in Turks & Caicos Islands 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. KPMG's TLT group provides a wide spectrum of audit, advisory and tax services throughout the region.

Gary has advised many regional governments on TLT related matters. He is currently lead partner on an engagement to advise the Turks and Caicos Islands Government on a National Tourism Policy and Strategic Implementation Plan. Gary is client service partner to a variety of world renowned luxury resorts. He has led many TLT related advisory engagements involving market studies, feasibility studies, economic impact studies and raising of debt and capital. He has extensive experience on numerous TLT restructuring and "turn around" engagements both locally and internationally. Gary is a regular moderator and speaker at tourism industry conferences.

George Spence

Managing Principal– Leading Property Group



George Spence is an active participant in the hotel, resort and tourism sector in Latin America and the Caribbean. As a Managing Principle of the Leading Property Group, George assists regional companies and hotels in raising equity and debt capital, mergers and acquisitions, and advisory services on asset sales and growth initiatives. George assists equity funds in the identification, execution and management of transactions involving multiple and single property hotel portfolios, and also assists banks and other creditors in the management and disposition of hotel and hospitality real estate. Hotel and project owners, and providers of equity and debt funding, find George's hands-on experience in roles as operator, developer, equity owner and debt provider over several decades in the region useful and pragmatic, especially when relatively complex deals with multiple stakeholders and jurisdictions are involved. An example is the successful 2014 sale process arranged by Leading Property Group of Decameron Hotels & Resorts, a regional hotel company with 27 owned, leased and managed hotels in seven countries. This deal was recently recognized in September, 2014 as the Deal of the Year at SAHIC, the South American Hotel Investment Conference.

Greg Bohan

Instructor/Special Projects Assistant – Florida Atlantic University



Gregory T. Bohan, ISHC, BS Cornell University, MS Florida International University is a member of the full time faculty at Florida Atlantic University's College of Business, teaching and coordinating special programs in the Hospitality and Tourism Management Program. In addition to his role as an academician, Mr. Bohan continues to be very involved in financial analysis in the development arena, having more than 38 years' years of hands-on hospitality industry experience, most recently as the Managing Director of Pinnacle Advisory Groups South Florida/Caribbean practice. Mr. Bohan has published articles in leading industry trade journals and is a member of the International Society of Hospitality Consultants. He also serves on the Executive Committee of the Board – Hotel Sales & Marketing Association, International's South Florida Chapter. 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 other industry groups in the South Florida region.

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 Riley

Chief Executive Officer – Caribbean Tourism Organization (CTO)



As chief executive officer, Mr. Hugh Riley oversees the CTO's operations in Barbados, North America, the UK and Europe and leads the organization's initiatives to position the Caribbean as the most desirable, year-round, warm-weather destination.

His responsibility is to fulfill the CTO's purpose of leading sustainable tourism, by providing specialized services and technical support to more than thirty governments and a variety of private sector members. The CTO's services include advocacy & representation, marketing, human resource development, crisis communication, research and statistics, conference and event management, information technology and sustainable tourism development.

Mr. Riley joined the staff of the CTO New York in 2002 as director of marketing, after having worked in a number of senior tourism positions in the U.S, Canada and the Caribbean over a period of twenty years. He is credited with having instituted new air services from North and South America to his native Barbados and the Caribbean, and was responsible for engaging the Caribbean Diaspora and the traveling public through uniquely targeted events in major cities throughout North America. He was honored by the New York City Council for his contribution to the cultural life of that City.

Hugh Riley got his start in marketing communications with McCann-Erickson Advertising and later in sales management for radio stations. He is a BBC trained broadcaster and worked as an on-air radio personality and interviewer. He attended the City University of New York and Thomas Edison State College where he earned a bachelor's degree in communication and later studied tourism management at the University of Surrey. As a member of the Board of Directors of various tourism and academic bodies, he is widely quoted in industry publications and is a frequent speaker at events in the Caribbean and internationally.

Javier Coll

Executive VP & Chief Strategy Officer - Apple Leisure Group



Javier Coll holds more than 25 years of operations and finance experience in the international hospitality industry. Prior to Coll's appointment as Executive Vice President and Chief Strategy Officer of Apple Leisure Group®, he played a pivotal role in the development of the company's luxury resort management subsidiary, AMResorts®.

As AMResorts' Chief Financial Officer and Chief Operating Officer, Coll was directly involved in negotiating contracts, analyzing and selecting existing hotels for rebranding, plus supervising the development and construction of new hotels.

Before joining AMResorts, Coll was the Deputy Managing Director of MAC Hotels, where he oversaw sales, marketing, operations and administration for the hotel chain. He was also held various international and corporate positions for Spain's Barceló Group.

Originally from Palma de Mallorca, Spain, Coll graduated from Universitat de les Illes Balears with a B.A. in Marketing & International Taxation and received an M.B.A. in Business Administration/Economics from Universitat de Barcelona.

SPEAKERS

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.

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.

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.

Joseph Yung

Senior VP of Development – Columbia Sussex Corporation



Mr. Yung has worked for Columbia Sussex Corporation his entire career spanning all aspects of Hotel Operations up to and including General Manager of the Westin Casuarina Resort and Spa in Grand Cayman, B.W.I. Mr. Yung has also been involved in the development of over 50 properties throughout the United States and the Caribbean including properties in the Cayman Islands, USVI and the Netherland Antilles, most recently the Westin Dawn Beach Resort and Spa in St. Maarten, Netherland Antilles.

SPEAKERS

Juan Corvinos

Director Development Andean Region, Hispaniola & Panama – Hilton Worldwide



Juan is responsible for supporting the North & South America development team and helping them to drive Hilton Worldwide's growth in the Andean region, Hispaniola and Panama. Juan started his career with the company in human resources in Malaysia, before joining the Europe & Africa development team and finally moving to the US to start the Latin America & Caribbean adventure.

He has a bachelor's degree from University of Sevilla & Maastricht where he specialized in international law and business and a Masters in Hotel Management from Cornell University. A keen self-taught chef and also a voracious reader, he particularly enjoys traveling to within LATAM and Asia.

Kenny Blatt

Principal and Chief Operating Officer - CPG Real Estate (CPG)



Kenneth M. Blatt is a Principal in and Chief Operating Officer of the Hotel Division of 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. CPG is the operating partner for the redevelopment of the 1400 acre Dorado Beach campus in Puerto Rico, the managing partner of CREOF 2005 and the operating partner of a portfolio of \$2 billion of non-performing loans in Puerto Rico. Mr. Blatt oversees all CPG's hotel assets and Dorado Beach's hotel, golf and real estate operations. Mr. Blatt is a graduate of the Cornell School of Hotel Administration, received his law degree from Emory University and an advanced business certificate at INSEAD. He is an active Board member of both CHS's Pillsbury Institute of Hospitality Entrepreneurship and Innovation Network and elected Cornell Council member. He also chairs the House Committee of The Core Club in NYC and is on numerous hospitality and entrepreneurial advisory boards.

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 thirteen offices across the region and over eighty staff.

Liam has thirty 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 since 1990 and has personally worked on projects in Anguilla, Aruba, Bahamas, Barbados, Belize, Bermuda, Bonaire, Cayman Islands, Cuba, Curacao, Dominican Republic, Jamaica, Puerto Rico, 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, the Bahamas, Jamaica and the Dominican Republic.

PANELISTAS

Lorne Bassel

President & Chief Executive Officer – CRAVE Real Estate



Mr. Lorne Bassel has three decades of real estate development experience in both urban and resort locations throughout the world. Crave is active in cold and warm climates, in resort and urban mixed use settings, all over the world, from Colorado to Bahamas, Europe and China. In guiding The Crave Group, Lorne calls upon his extensive real estate development experience, his knowledge and passion for master planning people places, as well as his extensive global network that includes Lubert Adler and Cirque du Soleil as partners.

Prior to founding Crave, Lorne was the Executive Vice President of Intrawest Corporation. He is also one of the founders of the Intrawest Placemaking Division where during his tenure, he was responsible for the creation of more than 20 Intrawest resorts throughout North America and Europe. He led Intrawest's Village People Commercial teams, Hotel branding division, Human Resources and Innovation and Growth.

A graduate of the University of Western Ontario, Lorne earned an HBA and an MBA from the Richard Ivey School of Business. Lorne is also a dedicated member of the Urban Land Institute (ULI), serving as Vice-Chair of the Recreational Development Gold Council. He is also a very active member of the Young Presidents Organization (YPO), and the acting forum chair in the YPO Real Estate network. Lorne is also very active in his community, and devotes time to working with elementary schools to promote differentiated learning.

Luis Daniel Muniz-Martinez

**Deputy Executive Director – Puerto Rico Tourism Company
Vice President, Hotel Development Corporation**



Mr. Luis Daniel Muñoz-Martínez served until December 31, 2008, as Advisor to the Governor of Puerto Rico in Infrastructure, Urbanism and Environment. Before becoming Advisor to the Governor, he was Director of Tourism Development of the Puerto Rico Tourism Company, and Vice-President of the Hotel Development Corporation.

He has been a corporate Counsel at Maymí & Rivera, LLC and McConnell Valdés in areas such as general corporate, real estate, tourism, corporate and commercial financing, trusts and estates and environmental and land use law. He clerked for U.S. District Court, the U.S. Environmental Protection Agency, and the Economic Development Bank for Puerto Rico.

Mr. Muñoz-Martínez has been an Adjunct Professor at the University of Puerto Rico, School of Law, and the Pontifical Catholic University of Puerto Rico, School of Architecture.

Marco Roca

Executive VP & Chief Development Officer – Hard Rock International



As a cultural leader of the Hard Rock brand in the global hotel industry, Marco is responsible for accelerating the company's growth within the worldwide hotel space. Marco has gained extensive experience in global real estate, both start-up and operations, for the past 25 years. Prior to joining Hard Rock, Marco was the Global Senior Managing Director for Realogy Franchise Group, where he was accountable for all service and franchise sales outside of the U.S. for the largest real estate company in the world. Marco spent six years before Realogy as the Senior Vice President of Development for Wyndham Hotels & Resorts in Atlanta, Georgia; and two years as Vice President of Development – Americas and Caribbean for Starwood Hotels & Resorts in Atlanta.

Prior to Starwood, Marco was the Vice President of Global Licensing, Contract & International Operations for The Simmons Company from 1999 through 2004 where he led a team of 14 professionals. There, he was accountable for all sales to hotels, healthcare, rental, military and other institutional clients; and handled all aspects of licensing in 108 countries, including: JV's, service, patent and trademark registration, collection of fees, sales and acquisitions of new licensed territories and products. Marco's time before Simmons included several executive leadership and property operations roles in the hotel industry.

Marco is fluent in English, Spanish, French and Portuguese. He holds a B.S. in Industrial Psychology from University of The Americas in Mexico and a Master's of Science in Management & Organizational Development from the United States International University in Mexico City.

SPEAKERS

Mark Purcell

Vice President, Managed Development - Starwood Hotels & Resorts

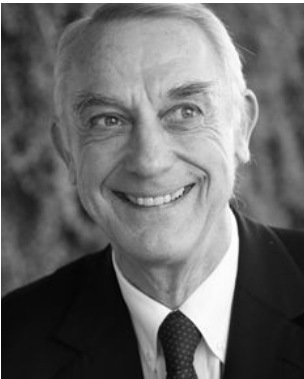


Mark and his team are responsible for expanding Starwood's portfolio of managed hotels throughout the eastern United States and the Caribbean with a primary focus on Starwood's luxury brands – St. Regis, Luxury Collection and W Hotels – and upper upscale brands – Le Meridien, Westin and Sheraton. This 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.

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.

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.'"

PANELISTAS

McHale Andrew

Chief Executive Officer – Invest St. Lucia



McHale ANDREW is the Chief Executive Officer (CEO) of Invest Saint Lucia. He is a former Executive Vice President of the Saint Lucia Hotel and Tourism Association (SLHTA) and is also a former Research and Development Adviser at the Caribbean Tourism Organisation (CTO); past Permanent Secretary in Saint Lucia's Ministry of Tourism; and Director of External Relations at the Eastern Caribbean Central Bank (ECCB), where he served for some ten (10) years, prior to a five (5) year stint as an economist at the Ministry of Finance in Saint Lucia.

McHale holds a bachelor's degree in economics & law from the University of the West Indies and a master's degree in economics, law & policy-making from the London School of Economics & Political Science (LSE). Over the past 27 years, he has gained valuable experience in the public and private sectors of Saint Lucia and various other Caribbean countries. He has written extensively on tourism, trade and economic development policy issues and is also an elected Board member/partner of the Caribbean Natural Resources Institute (CANARI), where he has represented the region at several Green Economy forums.

He was a member of the Caribbean College of Negotiators and represented the region at the Free Trade Area of the Americas (FTAA) negotiations on services, investment and smaller economies. He is an avid adherent of the "triple bottom line" approach to development that gives equal consideration to the economic, environmental and social aspects.

McHale is also a popular public speaker, keen golfer, jazz music fan and published amateur poet.

Michael Guenter

Director of Development – Replay Resorts



Michael Guenter is currently managing Replay's projects in the Bahamas while also analyzing and assessing new acquisition opportunities throughout the Caribbean. His area of expertise is the economic analysis and master planning of large-scale, mixed-use destination resorts. His career started at Intrawest, where he took on the management of several multi-family resort projects. He was promoted to a team of master-planning specialists at Intrawest's Placemaking division, where he directed the financial analysis for the group. During the last decade, he has had in-depth involvement with over 30 different resorts located across the U.S, Canada and the Caribbean. He has a culinary passion and is spear-heading the integration of sustainable agriculture at Replay's properties. Michael graduated from Richard Ivey School of Business with a specialization in Finance. He is also a member of the Urban Land Institute.

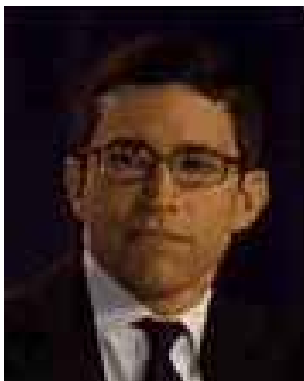
Michael Register

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.

SPEAKERS



Nicholas Hecker

Senior Principal – Och-Ziff Real Estate

Nicholas Hecker is a Senior Principal at Och-Ziff Real Estate (“OZRE”), where he is involved in all aspects of OZRE’s business, including fundraising, acquisitions, asset management and dispositions. Mr. Hecker is a member of OZRE’s Investment Committee and also oversees OZRE’s activities in certain niche asset classes, including OZRE’s Caribbean investments. Prior to joining OZRE, Mr. Hecker worked in the Real Estate Group of the Investment Banking Division of Goldman, Sachs & Co. from 2004 to 2006. Prior to joining Goldman, Sachs & Co., from 2002 to 2004, Mr. Hecker practiced corporate and securities law at the firm of Sullivan & Cromwell. Mr. Hecker graduated cum laude from Harvard Law School where he received a J.D. and graduated phi beta kappa and magna cum laude from Brown University, where he received a B.A. in Economics and Political Science.



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.



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.

PANELISTAS



Reynaldo Ramirez, Jr.

Director, Resort Sales & Service, Eastern Mexico/Dominican Republic - Interval International

Reynaldo Ramirez is director for Eastern Mexico and the Dominican Republic in the resort sales and service department for Interval International. He oversees the company's presence and plays a lead role in building its developer client base in those markets.

Before joining Interval International, Ramirez held various executive-level positions in the hospitality industry in Miami, Florida. Previously, he was director of the wholesale segment, as well as the Leisure Consortia relationships, for Posadas USA. Ramirez was also in charge of South America online travel agencies and U.S. corporate travel.

He earned a bachelor of science from the University of Mobile in Alabama and a master's degree in business administration from Barry University in Florida. Ramirez resides in Miami, Florida.

Rich Cortese

Senior VP Caribbean Operations & Development – Aimbridge Hospitality



Rich Cortese joined Aimbridge in 2009 and has 32 years of hospitality experience. Cortese is responsible for identifying prime resort and luxury investment opportunities and oversight of resort hotel operations. Most of his more than 30 years of experience in the hotel industry has been centered on the Caribbean Region.

Prior to Aimbridge he was most recently Executive Vice President of Caribbean Property Group (CPG), where he had both management and asset management responsibilities of their 750 million dollar hotel portfolio. This portfolio included the Ritz Carlton San Juan, Marriott Aruba, Radisson San Juan, a Marriott Courtyard portfolio, and an independent Hotel in San Juan, The Normandie. Before his tenure with CPG, Cortese was responsible for overseeing the El San Juan, El Conquistador and Conrad Plaza, the most successful resorts in Puerto Rico as well as a number of other Wyndham properties throughout the Caribbean. Prior to Wyndham Resorts, Cortese was Senior Vice President - Operations of Atlantis Paradise Island and Corporate Food and Beverage Director of Hyatt Hotel Corporation.

Mr. Cortese holds a BBA from St. John's University. In 2004, as Regional Vice President of Wyndham, Cortese was chosen as Hotelier of the Year by the Puerto Rico Hotel Association where he serves as a board member and Chairman of its Gaming Committee. Cortese was also appointed by the Governor of Puerto Rico to serve as a board member of the Puerto Rico Convention and Business Bureau.

Honorable Richard Sealy

Chairman – Caribbean Tourism Organization (CTO)



The Honourable Richard L. Sealy, M.P., is a Civil Engineer; he holds a BSc. in Civil Engineering from the University of Florida, and an MBA from the University of the West Indies. For 19 years, Mr. Sealy worked on engineering projects in Barbados and the wider Caribbean. He served on the Engineering Registration Board (1991–1994), the Film Censorship Board (1991-1994), and the Promotions Committee of the National Assistance Board (1992-1994). Mr. Sealy entered elective in 1999 and won a seat in the Parliament of Barbados for the St. Michael South Central constituency in 2003. Mr. Sealy is a former President of the Young Democrats the youth arm of the DLP. While in Opposition (2003-2008) he shadowed the portfolios of: Industry and International Business; Foreign Trade; Commerce, Consumer Affairs and Business Development; International Transport; and Health. In January 2008, Mr. Sealy was appointed Minister of Tourism and held that portfolio with distinction until the February 21, 2013 General Elections when he was returned to office under a Democratic Labour Party ticket. He currently serves as a member of the Commonwealth Parliamentary Association and Deputy Chairman of the Cabinet's Economic Policy Committee. Some of the initiatives Mr. Sealy has been responsible for during his tenure as Minister of Tourism and subsequently as Minister of Tourism and International Transport include: a \$25 million Tourism Industry Relief Fund (TIRF) for tourism businesses affected by the current global economic crisis; the establishment of a special program to encourage greater participation of the Barbadian Diaspora in the promotion of Barbados' vital tourism industry; and the initiation and completion of the process to reform and restructure the public sector institutions that govern the tourism sector.

SPEAKERS

Robert MacLellan

Principal – MacLellan and Associates



Robert MacLellan is CEO of MacLellan & Associates, the Caribbean's leading hospitality consultancy. Established 1997, the company has conducted assignments in 23 Caribbean islands with consultants based in St Lucia, Antigua, St Maarten, Trinidad, USA and UK. Development related services range from conceptual and feasibility studies, through design input and hotel operator evaluation / selection, to finance sourcing. The consultancy also undertakes valuations / appraisals and expert witness assignments.

In a diverse 40 year career in the hospitality and property sectors, Robert gained early 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 three corporate positions in UK were as vice president of a luxury explorer cruise line, managing director of a major London property management company and managing director of a national chain of budget hotels and restaurants. Robert is a Fellow of the Institute of Hospitality and a member of the International Society of Hospitality Consultants – an elite invitation-only group of specialists world-wide. He has a Masters Degree in International Hotel Management from University of Surrey in England, majoring in design and development.

Robert Sonnenblick

Principal – Sonnenblick Development LLC



Mr. Robert Sonnenblick is a graduate of the Wharton School of Finance with more than 30 years of experience in various aspects of real estate development and real estate finance. In 2012, Mr Sonnenblick founded Sonnenblick Hospitality LLC, a nationwide hotel development company specializing in both 4-star full service resort hotel developments, and 3-star limited service hotel developments, which is based in Los Angeles, California. This hospitality company is currently developing six major hotel projects across the United States, with an aggregate cost of approximately \$575 Million.

Prior to forming Sonnenblick Development LLC, Mr. Sonnenblick was the senior partner in a Los Angeles-based real estate development firm (Sonnenblick Del Rio Development) which specialized in P-3 public-private partnerships; specifically the development of four government-leased office buildings across the Los Angeles basin. During his tenure there as Chairman, Mr. Sonnenblick successfully developed nearly 1 million square feet of government-leased buildings. In 1991 Mr. Sonnenblick was appointed Director of Development for the New Jersey and L.A. MetroMalls, with the responsibility for oversight and direction of the design, financing, and leasing programs for two proposed \$250 million enclosed regional malls totalling 1.2 million square feet each.

In addition, Mr. Sonnenblick was an original development partner of The Loews Santa Monica Beach Hotel, a luxury beachfront resort hotel. This 360-room, \$90 million hotel was later sold for \$125 million. From 1981 to 1991, Mr. Sonnenblick was the driving force and power behind Sonnenblick-Goldman Corporation of California. Mr. Sonnenblick completed over \$1.5 Billion of commercial real estate transactions on the West Coast, and as a result is regarded as one of the West Coast's leaders in the field of commercial real estate finance.

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.

PANELISTAS



Roland Andy Burrows

Chief Investment Officer - Bermuda Tourism Authority

Mr. Burrows joined the Bermuda Tourism Authority in June 2014 and is responsible for identifying, developing and cultivating investment across the Bermuda tourism industry in the form of hotel development and other tourism-related infrastructure. He is charged with engaging investors from around the world to stimulate capital investment in Bermuda and working with the local government on policy, immigration, permitting and tax issues.

Andy has worked extensively in the banking sector having been the head of commercial banking and commercial real estate at HSBC Bermuda and chief credit officer previous to that. He was previously with Barclays Bank PLC, CIBC and FirstCaribbean International Bank in the Bahamas.

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.

Russell D. Urban

EVP of Business Development and Acquisitions - Destination Hotels & Resorts

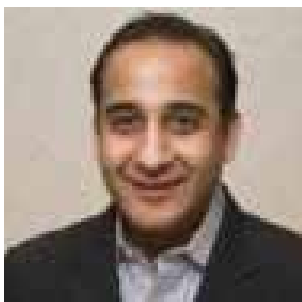


Russell Urban brings more than 30 years of knowledge as a senior real estate professional to the Destination Hotels & Resorts team. Urban joined Destination in January 2013 to oversee asset acquisition and business growth efforts, including sourcing and securing new management contracts. His hotel acquisition 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.

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.



Simón B. Suárez

Vice President - Grupo Puntacana

Simón B. Suárez is responsible for new development projects and institutional relations for Grupo Puntacana since June 2014.

A 40-year tourism industry veteran, Simón Suárez is recognized as one of the leaders for the Caribbean region and has been at the forefront of developing the Dominican Republic's tourism product. Prior to joining Grupo Puntacana he spent seven years as Chief Development Representative for Hilton Worldwide, in charge of new hotel developments for the nine Hilton brands in Central America and the Caribbean.

Former president of the Caribbean Hotel and Tourism Association, he has also served for years on the board of the national Hotel and Tourism Association of the Dominican Republic (ASONAHORES), where he was elected President for the 2014-2016 term.



Stan Hartling

Chief Executive Officer - The Hartling Group

Stan Hartling is the CEO and founder of The Hartling Group, a luxury beach resort development firm based in Turks and Caicos Islands. Stan Hartling has over 25 years of property development experience in the Caribbean and Canada in the retail, residential and luxury condo resort sectors.

The Hartling Group's primary focus is luxury resort development on Providenciales. They control their projects from design, through to sales, construction and all post resort operations. Projects have included the Sands Resort on Grace Bay, the multi award winning Regent Palms, and now the Shore Club, the first commercial development on Long Bay Beach.

Hartling is no stranger to finding creative solutions to move large projects successfully forward in times of uncertainty. In 2014, the Hartling Group began construction on the \$100 million Shore Club resort project in Providenciales, despite being faced with countless hurdles in the region and specifically Turks and Caicos after the suspension of that country's government constitution in 2010. Once the Shore Club is complete (phase one scheduled to open in 2016), Hartling and his team will be one of the largest developers in the Turks and Caicos Islands and its second largest employer in the hospitality sector.

PANELISTAS



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.



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 is a 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 lead 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.



William Watson

Director of Franchise Development, Americas - InterContinental Hotel Group

In his role, John is responsible for implementing long-term franchise distribution strategy across all IHG midscale brands with emphasis on the Holiday Inn Resort brand on a micro market-by-market basis throughout the Americas region. This work includes driving the strategic placement of the new full service Holiday Inn Resort prototype, and maximizing the quality and size/scale of each individual hotel location. Will is responsible for building relationships with existing franchisees as well as establishing new relationships.

Will has been with IHG for two years. Prior to IHG, Will worked as Vice President for Access Point Financial, Inc, Director of Franchise Development for Wyndham Hotel Group and Director of Franchise Development for US Franchise Systems under the leadership of Mike Leven. Will is a graduate of Western State University of Colorado.



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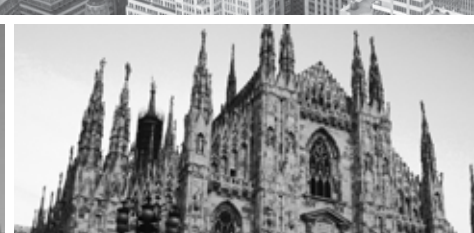
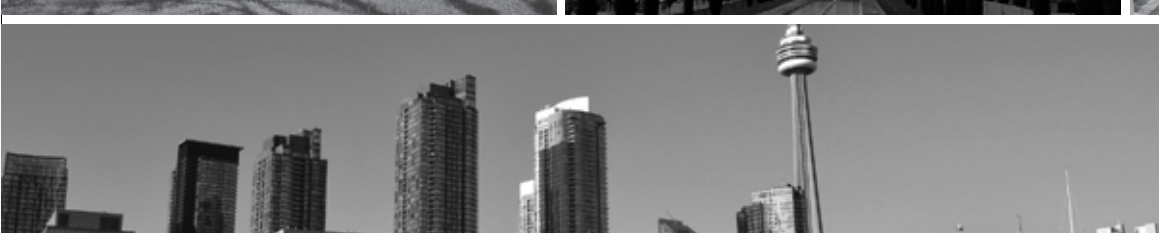
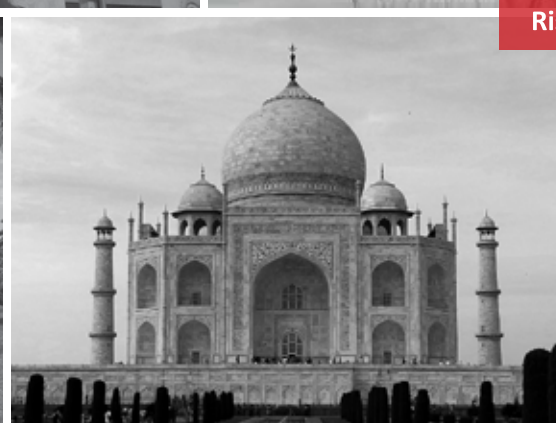
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Since the launch of the CHTAEF more than 20 years ago, we continue to work toward developing a stronger tourism sector by providing scholarships and grants to Caribbean nationals studying in the hospitality arena.

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.

Richard S. Kahn
Chairman of CHTAEF
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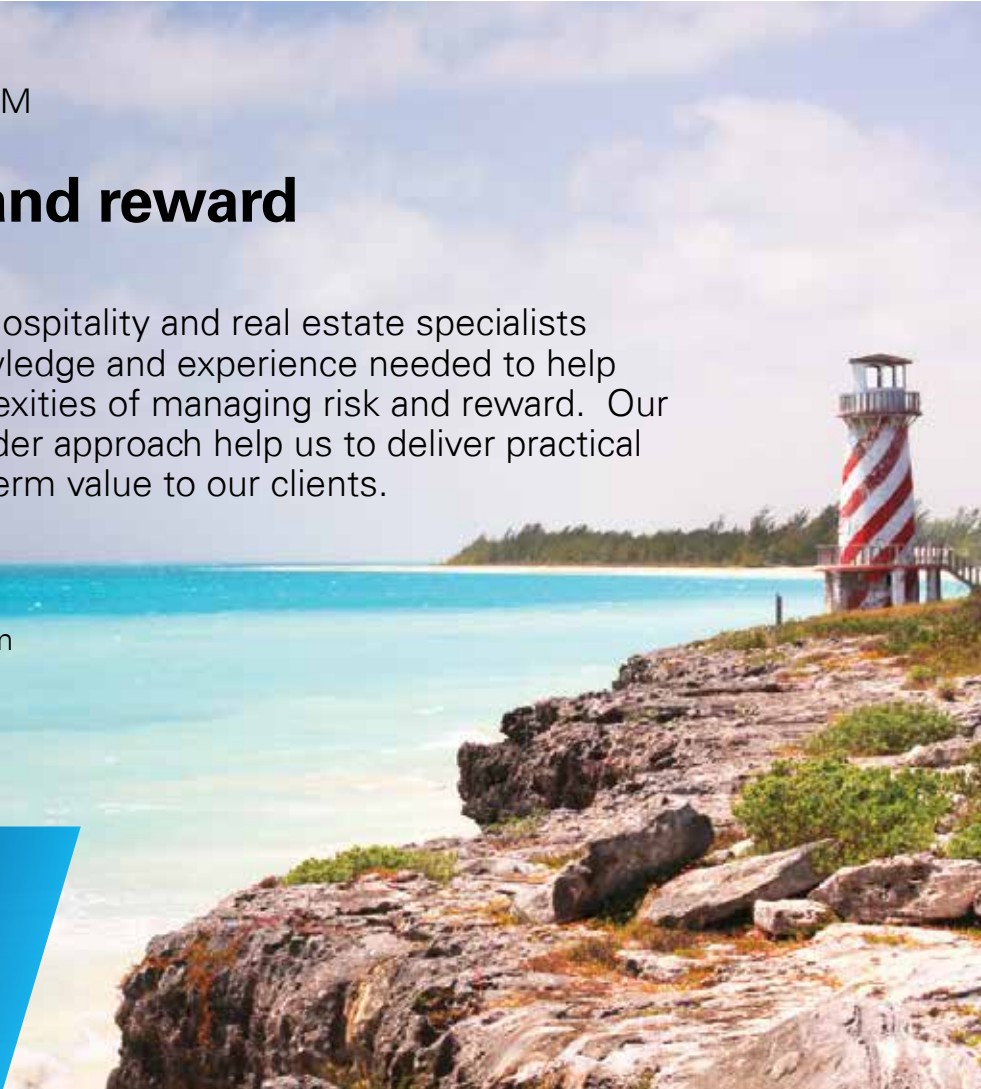
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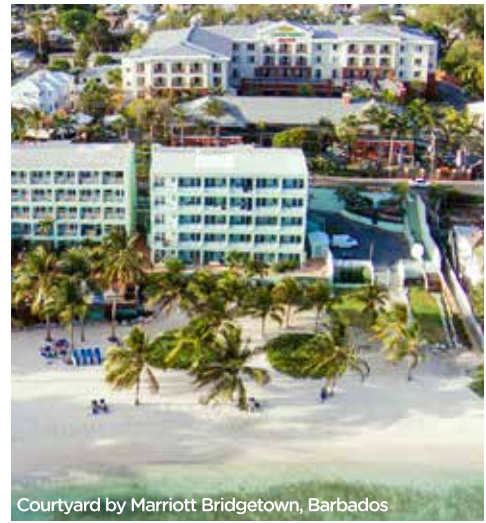
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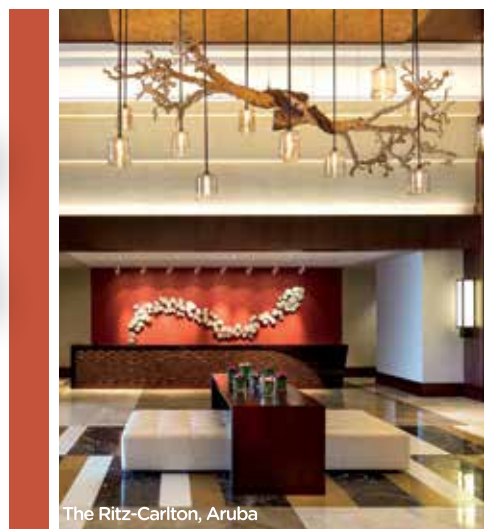
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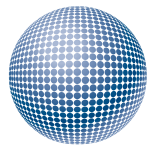
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