

Pre-Conference: WEDNESDAY - NOVEMBER 7, 2018

7.00 pm – 9.00 pm - **Welcome Reception** hosted at the Fairmont Southampton by Bermuda Tourism Authority

Day 1 - THURSDAY - NOVEMBER 8, 2018

7.00 am – **REGISTRATION**

7.30 am – 8.30 am - **Networking Breakfast**

8.30 am – 9.45 am – **WELCOME, CARIBBEAN, AND ECONOMIC OVERVIEW**

Global & Regional Hotel Performance

Ali Hoyt, Senior Director, Consulting and Analytics – STR

Overview of Caribbean Lodging Market

Parris Jordan, Managing Director - HVS

Caribbean Hotel Sector: Strategic Insights on the Caribbean Hotel and Resort Industry

George Spence, Principal – Leading Property Group

9.45 am – 10.45 am – **GENERAL SESSION: HOSPITALITY LEADERS OUTLOOK**

Senior Industry Executives discuss the state of the sector post Irma and Maria. What are resultant impacts and the significant flow of capital to the region and the sources of that capital? They will also speak to new brands and concepts entering the region and how in this environment one underwrites a deal. Also, what a reasonable investment horizon needs to be in the Caribbean.

Moderator: **David Larone**, Senior Managing Director – CBRE Group

Panelists:

Ken Greene, President, Americas - Radisson Hotel Group

Alejandro Acevedo, Vice President of Development - Marriott International

Marco Roca, President Global Development & Chief Development Officer - Caesars Entertainment

Phil Keb, Executive Vice President - Gencom

Alejandro Moreno, President, Americas – Wyndham Hotel Group

10.45 am – 11.10 am – **Networking & Exhibitor Coffee Break**

11.15 am - 12.15 am – **GENERAL SESSION: Active Financiers of Caribbean Hotel Investments:** Despite the catastrophic 2017 hurricane season, banks, private equity firms and family offices state that they are more confident in terms of funding tourism projects in the region than at any point in the last 10 years. This remarkably high level of confidence in Caribbean tourism amongst financiers represents very welcome positive news for the region. But has this confidence translated into action since our conference last year? To find out, join us as we discuss the subject of financing tourism-related projects with our excellent panel comprised of active financiers of Caribbean hotel investments.

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

Panelists:

Andro Nodarse-Leon, Managing Partner – Leon Mayer & Co.

Nicholas Hecker, Senior Principal - Och Ziff Real Estate

Rebecca Cocchiola, Vice President - Singerman Real Estate

Salim Damji, Principal – Solid Rock Advisors

Ronald Sutherland, President & Chief Executive Officer - Hemisphere Group

12.15 pm - 1.45 pm – **NETWORKING LUNCH**

1.45 pm - 2.45 pm **GENERAL SESSION: International Investors Interest in Placing Debt and Equity in the Region:** The Caribbean continues to attract interest from international capital following the very active 2017 hurricane season and challenges associated with Zika in 2015/16. Despite these challenges there has been a lot of capital developing, acquiring and/or renovating properties throughout the region. There is currently greater confidence by investors than during the past decade. Our panel of investors will discuss the interest in placing debt and equity in the region. Where are the investors coming from? Who is providing the capital? Where is it being deployed?

Moderator: **Bill Stadler**, Chief Investment Officer - Aimbridge Hospitality

Panelists:

Mark Durliat, Chief Executive Officer and Principal - Grace Bay Resorts

Christian Charre, Senior Vice President - CBRE Hotels CBRE, Capital Markets

Joan Bertran, Global Commercial Real Estate & Hotels - Banco Sabadell

Matt Norton, Practice Area Leader, Real Estate - K&L Gates LLP

Chris Puchalla, Senior Advisor – Iron Point Partners, LLC

2.45 pm – 3.40 pm **BREAKOUT SESSION 1 A: Understanding the Cost of Doing Business in the Region.** Building and renovating hotels in the region has its challenges. Owners, brands and construction experts discuss how to complete construction projects on-time and within budget. The Panelists will draw upon lessons learned to provide valuable insight into the best strategies to adopt. Issues addressed will include: mitigating overall project risk, how to choose the most appropriate delivery method, putting the right development team together and what are the major pitfalls to avoid. The panel aims to be as interactive as possible and will also cover the nuances of challenges faced in certain jurisdictions that aren't an issue in others and the huge variation in construction costs across the region.

Moderator: **Liam Day**, Managing Director - BCQS

Panelists:

Ahmer Naushad, Senior Vice President - Gencom

Tim Peck, Chairman - OBMI

Michael Register, Principal - Trust Hospitality

Stephen D'Angelo, CEO - DCK Worldwide

Ian Ricci, Vice President – Accor Hotels

2.45 pm – 3.40 pm **BREAKOUT SESSION 1 B - The Caribbean Market - Planning for the future:** The Caribbean continues to demonstrate its resilience following various recent challenges, such as active hurricane seasons. What challenges from earlier negative natural impacts such as the Zika virus and its impact particularly on the group travel market have we learned from? Apart from natural disasters and given competition from increasing supply, both regionally and globally, and the search for unique experiences and service provision, what steps can we take to ensure the ongoing Caribbean success story? At CHICOS in November 2017, much focus was placed on the devastation from hurricanes Irma and Maria and the reaction to the crisis by both Governments and the Private Sector, concluding with the declaration that the Caribbean was very much “Open for Business”. One year onwards on where are we at and what critical lessons have been learned from these unpredictable natural disasters? What needs to be done to overcome these challenges while attempting to remain competitive in an increasingly competitive marketplace? Our panelists will review these key topics in detail and provide real time answers from a range of differing perspectives and experiences.

Moderator: **Martyn Bould MBE**, Chairman – Bould Consulting Limited

Panelists:

Lance Shaner, Chairman & CEO - Shaner Hotels

Michael Morton, Vice President, Owner Relations - Best Western Hotels & Resorts

Gregg Anderson, Global Vice President – The Registry Collection/RCI

Claude Duncan, Vice President - Jampro, Trade and Investment Jamaica

3.40 pm – 4.05 pm - **Networking & Exhibitor Coffee Break**

4.05 pm – 5.00 pm **BREAKOUT SESSION 2 A - Discussion on the Evolution & Expansion of the All-Inclusive Model in the Caribbean:** After its origination in Europe with Club Med in 1950, All-inclusives quickly settled in the warm waters of the Caribbean, which became the epicenter of the development of the model. In exchange, the All-inclusives hugely contributed to the development of multiple destinations in the region, bringing airlift, boosting economies and creating jobs. The success of the model triggered a diversification process in terms of positioning and destination over the last decade, to keep attracting a demanding diverse clientele. This led to the appearance of new products, new brands, and even arouses the interest of traditional hotel companies which have entered into the business. In a market which keeps expanding, while being ever more competitive, what will be the new frontier of the All-inclusives? Will they renew or adapt to maintain success? How do the major players compete to ensure high occupancy intrinsic to the model? What is the evolution of the relationships with investors, banks or government? The highly qualified panelists will give insight on what the future of All-inclusives holds.

Moderator: **Mathieu Sauvestre**, Director of Development - Club Med

Panelists:

Fernando Mulet, Senior Vice President - Playa Hotels & Resorts
Pablo Gonzalez Carpizo, Director of Development - Melia Hotels International
Mauricio Elizondo, Director of Development - Grupo Posadas
Fernando Fernandez, Vice President of Development – Apple Leisure Group
Jose Matheu Guila, Director of Development - Palladium Hotel Group

4.05 pm – 5.00 pm **BREAKOUT SESSION 2 B: Caribbean Luxury: Getting it Right Today for Success Tomorrow:**
The Caribbean has always attracted some of the most luxurious hotels. While these projects are complex, expensive and challenging, getting them done right reaps rewards for developers, investors and brands. Hear executives from some of the leading luxury hotel and resort brands share the key ingredients that make Caribbean luxury successful. Discussion will include their take on specific market performance for luxury in the Caribbean and what projects are in the works.

Moderator: **Stephanie Ricca**, Editor in Chief - Hotel News Now

Panelists:

Bojan Kumer, Director of Lodging Development, CALA - Marriott International
Tom Riley, Vice President, Acquisitions & Development - Kimpton Hotels
Todd Ruff, Vice President of Development - Mandarin Oriental Hotel Group
Camilo Bolanos, Vice President of Development & Real Estate - Hyatt Hotels Corporation
Juan Corvinos, Vice President of Development, Latin America & Caribbean – Hilton

5.00 pm - 6.00 pm **Optional - Outdoor Soccer Game:** KPMG & Bermuda vs HVS & Rest of the World

7.00 pm - 9.30 pm **COCKTAIL RECEPTION** – *Off-Site Reception – Rosewood Bermuda, Hosted by Gencom (transportation provided)*

DAY 2 – FRIDAY - NOVEMBER 9, 2018

8.00 am – 9.00 am – **Networking Breakfast**

9.00 am – 10.00 am - **GENERAL SESSION: The Lenders Panel:** Debt providers have demonstrated a renewed interest in the region’s lodging sector. While lending levels were notably higher in the early 2000s, we could now be in a new and potentially more sustainable “normal”. Our panelists, who represent a diverse sample of lenders, will discuss the keys to securing debt for hotel projects in today’s marketplace. Topics will include their institutions’ respective lending mandates and general project criteria, examples of recently completed deals, and observed changes in the overall capitalization of developments. We will also discuss whether last year’s hurricane season has resulted in any lasting shifts in the lending landscape.

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

Panelists:

Gillian Charles-Gollop, Executive Director, Corporate Finance & Advisory - CIBC FirstCaribbean

Ray Klein, Head, Investment Banking Division - Republic Bank

Stephen Gould, Vice President, Corporate Banking - The Bank of N.T. Butterfield & Son Limited

Shamsah Fatima Dhala, Principal Investment Officer - International Finance Corporation

Rogério Basso, Principal Investment Officer, Head of Tourism – IDB Invest

10.00 am – 11.00 am - **GENERAL SESSION: Caribbean Government Leaders Discussion:** Where we’ve been and where we’re headed: A government’s role in paving the way. Our mixed-panel includes officials from both (a) islands that were directly and (b) not directly hit by hurricanes in 2017. We’ll hear their perspectives on lessons learned. These officials will provide updates on how they fared the 2017/2018 season and share some of their plans for the future. Improvements to infrastructure, which are critical to the success of these future plans, will be discussed.

Moderator: **John Lancet**, Managing Director - HVS

Panelists:

Beverly Nicholson Doty, Commissioner - United States Virgin Islands, Department of Tourism

Rochelle Thompson, Investment Services Executive – Invest Turks & Caicos

Carlos Romo Esq, Planning & Development Director - Puerto Rico Tourism Company

Hon. Jamahl S. Simmons JP MP, Minister of Economic Development & Tourism – Govt of Bermuda

Ramon Koffijerg, Executive Director - Curacao Investment & Export Promotion Agency

11.00 am – 11.20 am - **Networking & Exhibitor Coffee Break**

11.20 am – 11.50 am – **GENERAL SESSION: Airlift and the Caribbean:** In 2018 the Caribbean has seen a notable increase in flights from different airlines and cities. How do the major carriers perceive the region? What continues to make the Caribbean an attractive option for the airlines and what else is needed to continue the strong interest in the region?

Moderator: **Ben Mutzabaugh**, Editor, Today in the Sky - USA Today

Panelist:

Adam Carson, Managing Director, Gatwick - British Airways

11.50 am – 12.50 pm – **GENERAL SESSION: The New Normal - Building and Renovating for the Future:** Panelists will discuss Caribbean hotel design, construction, insurance, securing the right team and other important issues in response of the very active 2017 hurricane season. Design requirements and PIP's by the brands – hard brands / soft brands, construction cost efficiencies / value engineering – traditional build versus modular, opportunities for upgrading / repositioning. Stabilizing insurance premiums through design and specification changes – payback or not? Designing for hurricanes and earthquakes – selecting architects, engineers and construction companies who understand the islands and can deliver projects on time, to standard and on budget. Impact of hurricanes on the condominium / villa market in the islands.

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

Panelist:

Chris Barbe, Senior Vice President - DCK Worldwide

Andres Osorio, Lead Designer, Hospitality – OBMI

Plato Ghinos, President – Shaner Group

Roland Mouly, Principal – Hospitality Advisors

Rowland Bates, Executive Vice President – Southworth Development LLC

12.50 pm – **Closing Remarks and Lunch Buffet**