The Seventh Edition
Caribbean Hotel Investment
Conference & Operations Summit

November 9 - 10, 2017 The Hamilton Princess - Bermuda



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GoToBermuda.com





WELCOME



Parris E. Jordan

Managing Director HVS Caribbean

Chairman CHICOS Welcome CHICOS 2017 attendees!

It is a great pleasure to welcome you to the annual hospitality industry event of our region - the place where YOU, our hospitality leaders meet, network and make deals. Welcome to the Caribbean Hotel Investment Conference & Operations Summit (CHICOS).

If you have attended this conference in the past, welcome back and thank you for the continued support of our initiatives. And for those who are joining us for the first time – Welcome! We encourage you to network and introduce yourself so that you can take full advantage of our resources and strengths.

In light of the recent storms which have greatly impacted several nations throughout the region, this year's edition of CHICOS holds a special significance. We are providing topics during various sessions to educate those of us who have been impacted with steps we should take on our road to recovery. For others, we encourage you to continue with your development plans in the region, and we will share knowledge and insight to sustain your future projects to withstand the natural forces which can affect the Caribbean.

Additionally, in this 7th edition of CHICOS, you will learn a great deal about the strategies and opportunities to promote business investments in hotel, tourism, and real estate related industries in the Caribbean. The goal of CHICOS is to provide a forum for international and regional industry experts, to discuss, confer, and create. Great minds will collaborate and meet to develop, produce, and inspire. The opportunities in this region continue, and the outlook is bright for those who are well-informed.

You are among the almost 300 executives and opinion leaders participating this year at CHICOS 2017. 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. 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.

A heart-felt THANK YOU to those who have supported us this year – our sponsors, companies, organizations, governments, distinguished speakers, and the industry and business journalists who have greatly contributed to promoting our Conference.

A special note of thanks to our host hotel, the Hamilton Princess, a Fairmont property, for the hospitality and service shared throughout the entire planning process, to the Bermuda Tourism Authority, whose unwavering support has been instrumental to the success of our planning and our event.

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.

Kind regards,

Parris E. Jordan Chairman

CHICOS – Caribbean Hotel Investment Conference & Operations Summit



Kevin Dallas

CEO
Bermuda Tourism
Authority
Host Sponsor
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Photography

Dear CHICOS Delegate,

Welcome to Bermuda. The Bermuda Tourism Authority and thousands of stakeholders across the island are glad you've joined us out here for the Caribbean Hotel Investment Conference and Operations Summit. You've come at an interesting time.

In just the past few weeks, the Government of Bermuda passed new legislation that makes investment in our country's tourism infrastructure more attractive and the process more user-friendly. The marketplace told us these adjustments were essential to make Bermuda more competitive with other destinations and I'm thrilled the government has made these changes in time for this important conference.

New investment that grows our tourism product prudently is vital as our destination is in the midst of an exciting resurgence. We've driven seven consecutive quarters of vacation air arrival growth, dating back to 2016. The double-digit growth continues into this year with three-quarters of that growth coming from travellers under the age of 45. Simultaneously, a new airport terminal is under construction, a Ritz-Carlton Reserve is taking shape at Morgan's Point and a St. Regis hotel project is just getting started at the other end of the island in historic St. George.

Bermuda has a story to tell and we're excited to share it, but you don't have to take my word for it. I encourage you to loosen your necktie and explore the island, talk to our people, sample our food – jump behind the wheel of a Twizy or pedal the Railway Trail on a mountain bike. While you're out here, you will see, hear and feel the tourism comeback story across this community. I'm delighted you have the opportunity to experience this energy during CHICOS; seek out our Bermuda Tourism Authority team if you'd like to talk a little more about the aspects of the island most aligned with your interests.

Sincerely,

Kevin Dallas

CEO

Bermuda Tourism Authority

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PROGRAM

THURSDAY, NOVEMBER 9, 2017

7:00 A.M. – **REGISTRATION**7:30 A.M. - 8:30 A.M. – **Networking Breakfast** *Harbourview Ballroom*

8:30 A.M. - 9:45 A.M. – WELCOME, GLOBAL & REGIONAL PRESENTATIONS Harbourview Ballroom

Welcome

The Honorable E. David Burt, JP, MP, Premier of Bermuda and Minister of Finance

Global & Regional Hotel Performance

Jan Freitag, Senior Vice President - STR

Overview of Caribbean Lodging Market

Parris Jordan, Managing Director - HVS Caribbean

Caribbean Hotel Sector: Strategic Context and Development News

George Spence, Principal – Leading Property Group

9:45 am - 10:45 am - **GENERAL SESSION** *Harbourview Ballroom*

HOSPITALITY LEADERS OUTLOOK: We are now 8 years plus into a recovery from the Great Recession. There seems to be considerable interest in not only acquiring hotel assets in the Region but also in developing new product. Is this a movie that we have seen before or will it be different this time? The world seems to be awash in Equity and Debt and it is now finding its way to the Caribbean. This panel of investors, owners and operators have been in the region for many years. How do they read the tea leaves influencing the continued interest in the Region and how are they taking advantage? What should Owners, Investors and Lenders be looking for?

Moderator: David Larone, Senior Managing Director - CBRE Group

Panelists:

Geoffrey Ballotti, President and CEO - Wyndham Worldwide Diego Lowenstein, CEO - Lionstone Development Alex Zozaya, CEO - Apple Leisure Group Dave Johnson, President and CEO - Aimbridge Hospitality Patrick Pacious, President and CEO - Choice Hotels International

10:45 A.M. - 11:15 A.M. - Networking & Exhibitor Coffee Break *Trudeau Ballroom*

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

FINANCIERS OUTLOOK: We've all been there. The conversation is going well. You are making a good impression. You have a great idea, great business model, great location, great people but the inevitable question is then raised – can you finance your project? Over the last 10 years for many developers, investors and members of the regional professional community the answer to this question has been "no". End of conversation. No matter how exciting your potential project is it all comes down to financing. How do we turn that answer into a yes? A panel of capital providers who have actively financed hotel investments in the region since our last conference will share with you what it takes to finance your project. The regional financing landscape has changed for the foreseeable future with traditional financiers seemingly not playing as active a role as they have in the past. Tomorrow's debt panel session will allow the banks alternative lenders to define their new role in the new landscape but how do our panelists see their own role and who do they see as the major players in the new landscape? What advice do they have for you? Do not miss this session if that conversation about funding resonates with you - if you have experienced that awkward moment when askedcan you finance your project?

Moderator: Gary Brough, Managing Director – KPMG

Panelists:

Adam Rosenberg, Global Head of Gaming & Leisure – Fortress Investment Group – Credit Funds Ross Brennan, Managing Director – Sterling Global Financial Limited Nicholas Hecker, Senior Principal - Och Ziff Real Estate Andro Nodarse-León, Managing Partner - Leon, Mayer & Co.

PROGRAM

12:15 pm - 1:30 pm - **NETWORKING LUNCH** *RegencyTerrace*

1:30 pm - 2:00 pm – **GENERAL SESSION** Harbourview Ballroom

A CONVERSATION WITH AIRBNB AND EXPEDIA

Moderator: Kenny Blatt, Principal - CPG Real Estate

Panelists:

Shawn Sullivan, Public Policy, Caribbean and Latin America - AirBnB **Hari Nair**, Global Senior Vice President – Expedia Media Solutions

2:00 pm - 2:30 pm – **GENERAL SESSION** *Harbourview Ballroom*

C-SUITE LEADERS DISCUSS HOTEL BRANDS GLOBALLY & IN THE CARIBBEAN

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

Panelists:

Jose Carlos Azcarrga, CEO - Grupo Posadas Kevin Frid, COO, North & Central America - Accor Hotels 2:30 pm - 3:30 pm - **BREAKOUT SESSION 1 A** *Princess Louise*

HOW TO ATTRACT CAPITAL TO YOUR PROJECT/DEAL IN THE REGION: This panel of investors, owners, operators, and developers will address the current state of capital flows for hospitality projects in the region. Our panelists will discuss where capital is coming from for projects and what kinds of deals are being funded. Our panelists will also offer practical advice on how to structure deals and put together an investment package to attract capital to your deal, what investment criteria and terms you should expect, and the things you can do to make your project or deal more attractive to various types of capital sources.

Moderator: Matt Norton, Partner - K&L Gates LLP

Panelists:

Alessandro Colantonio, Executive Vice President, Acquisitions & Capital Markets - Gencom Mark Durliat, CEO & Principal – Grace Bay Resorts

Javier Coll, Executive Vice President & Chief Strategy Officer - Apple Leisure Group Mathieu Sauvestre, Director of Development, North America & Caribbean - Club Med Roland Mouly, VP Development, Latin America, Mexico & Caribbean - Carlson Rezidor Hotel Group

2:30 pm - 3:30 pm - **BREAKOUT SESSION 1 B** *Princess Victoria*

REGIONAL HOTEL DESIGN: The continuous evolution of hotel design requires Caribbean hoteliers to constantly monitor the diverse tastes of international travelers while providing the region's legendary unique experiences. This panel's experts will address the additional importance of satisfying multiple consumer demographic sets while maintaining a profitable environment for owners and operators. The conversation will include ideas that appeal to multi-generational and multi-cultural travelers, the need for more experiential communal space while not infringing on guests' privacy and building food-and-beverage entities that delight the most discerning guests.

Moderator: Jeff Higley, VP, Digital Media & Communications | Editorial Director – STR/Hotel News Now

Panelists:

James Freeman, AIA, Founding Principal - FSC Architects
Jose Mateu Guila, Director – Palladium Hotel Group
Neil Kolton, Director, Caribbean & Florida - Interval International
Doug Kulig, CEO - OBMI
Bojan Kumer, Director of Lodging Development, Caribbean & Latin America – Marriott International

3:30 P.M. - 4:00 P.M. - Networking & Exhibitor Coffee Break *Trudeau Ballroom*

PROGRAM

4:00 pm - 5:00 pm - **BREAKOUT SESSION 2 A** *Princess Louise*

CARIBBEAN HOTEL INVESTMENT OPPORTUNITIES: Following the years of the financial crisis and the reluctance of the "Legacy Lenders" to re-enter the debt market in the Caribbean-even in the face of improving occupancies, ADR and REVPAR- what type of projects are the most appealing (luxury, full service, limited service, boutique, all inclusive, mixed use)? Our panelists will examine in detail and debate the numerous factors both from a development and operational point of view what makes one investment more attractive than another, including which islands, "ideal" size, the "Classics" of airlift, safety, staffing, infrastructure, amenities and Government concessions. Are acquisition and repositioning more attractive than ground up construction and what financing route impacts the choice?

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

Panelists:

John Dishinger, Director, Business Development - RCI
Will Watson, Regional Director of Franchise Development - IHG
Stan Hartling, CEO - Hartling Group
Kenneth Kwok, Chief Investment Officer - Antigua and Barbuda Special Economic Zone
Ramon Koffijberg, Director - Curacao Investment & Export Dev. Foundation (CINEX)

4:00 pm - 5:00 pm - **BREAKOUT SESSION 2 B** *Princess Victoria*

THE MAGIC FORMULA FOR GETTING PROJECTS COMPLETED ON TIME AND ON BUDGET IN

THE CARIBBEAN: Is it realistic to expect projects in the Caribbean to be completed on time and on budget? A panel of experienced hospitality professionals, including developers, construction experts, brand representatives and management executives discuss strategies and initiatives for establishing best practice at the outset of a project for controlling development costs and schedules for both ground up developments and the repositioning of existing assets. The panel will focus on upfront risk mitigation and strategies for bringing projects back in line with the established cost and time parameters in the event that slippage in either does occur.

Moderator: Liam Day, Managing Director – BCQS International

Panelists:

Pablo Gonzalez Carpizo, Director of Development - Melia Hotels International Stephen D'Angelo, CEO - dck worldwide
Diane Edwards, President - JAMPRO
Plato Ghinos, President - Shaner Group
Tim Peck, Chairman - OBMI

5:00 pm - 6:00 pm - INVESTMENT OPPORTUNITIES IN BERMUDA
Twain Boardroom & Prefunction

6:00 P.M. - 8:00 P.M. - NETWORKING COCKTAIL RECEPTION HOSTED BY Bermuda Tourism Authority

Marina and 1609 Restaurant





FRIDAY, NOVEMBER 10, 2017

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

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

DEBT PANEL - LENDERS STILL ONLY DIPPING THEIR TOES OR FINALLY DIVING INTO THE

CARIBBEAN: Despite continuously improving tourism fundamentals, lenders reportedly remain reluctant to fund lodging investments in the region. However, recent resort openings and ongoing hotel construction suggest the opposite. Our panelists will discuss the keys to obtaining lending for lodging projects today. Topics will include whether lenders prefer acquisitions of operating properties over ground-up developments, which role they attribute to brands, whether they prefer traditional or all-inclusive resorts, and if they prioritize certain market segments or locations. We will also discuss which regional and international lenders have been active and provide some guidance on current terms.

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

Panelists:

Isabel deCaires, Associate Director, Investment Banking - CIBC FirstCaribbean International Bank **Rogerio Basso**, Principal Investment Officer, Head of Tourism - Inter-American Investment Corp. **Shamsah Fatima Dhala**, Principal Investment Officer - International Finance Corporation **Stephen Gould**, Vice President, Corporate Banking - The Bank of N.T. Butterfield & Son Limited

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

BERMUDA INVESTMENT SPOTLIGHT PANEL

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

Panelists:

Kevin Dallas, Chief Executive Officer - Bermuda Tourism Authority
Roberto Stipa, Vice President - Hotelco International
Craig Christensen, CEO - Caroline Bay Bermuda
Hon. Jamahl S Simmons, JP, MP, Minister of Tourism & Economic Development – Govt of Bermuda
John Checketts, Vice President, Network Planning - JetBlue

11:00 am - 11:20 am - Networking & Exhibitor Coffee Break
Trudeau Ballroom

11:20 am - 12:20 pm – **GENERAL SESSION** *Harbourview Ballroom*

THE LUXURY RESORT IN THE CARIBBEAN - 21ST CENTURY PERSPECTIVE: What exactly IS luxury, and how is it being interpreted as it applies to meeting the demands of the younger, ever-more-affluent generation of luxury travelers considering the Caribbean as their destination of choice? In what seems like a very short time, the definition of luxury has changed dramatically. As TIME has become more scarce, filling that time with memorable experiences has become the priority for vacationers rather than spending quiet time in sumptuous surroundings. How is this impacting the development world in the Caribbean? Major "name" players in the luxury space are reacting with their own re-incarnated brands and prototypes. Independents are touting their uniqueness as never before. Are the lenders and investors willing to take the risk and play along? Where is it all going – and how will it change the face of Caribbean travel in the future? These are the questions our panelists will address.

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

Panelists:

Todd Ruff, Vice President of Development, the Americas – Mandarin Oriental Hotel Group **Alejandro Acevedo**, Regional VP, Development, Mexico & the Caribbean – Marriott International **Erik Eveleigh**, Director - Luxury Development USA, Canada & Caribbean - Hilton Worldwide **Camilo Bolanos**, VP of Development for Latin America & the Caribbean – Hyatt Hotels International **Marta Molina-Seal**, Principal, Hospitality - CPG Real Estate

12:20 pm - 1:20 pm – **GENERAL SESSION** *Harbourview Ballroom*

BROKERS PANEL: THE ABSENCE OF THE CLASSIC SALE: A panel of brokers and intermediaries discuss the decoupling of the strong regional performance and a traditional marketplace for sales activity. The participants will look to address the complicated structures, high-yield debt, and mid-teen capitalization rates that are required to complete even a straight-forward transaction in the region. Is it the lack of traditional lending? Is it the wide bid versus ask spread between buyers and sellers? Is the region simply not offering a compelling enough risk-adjusted return? Is it due to lack of available comparable sales data? What are some of the highlights and how did those buyers and sellers find a strike price? This panel will explore these questions, offer solutions, and assist buyers and sellers on strategies for how to position their asset in the current marketplace.

Moderator: **Salim Damji**, Principal - Solid Rock Group

Panelists:

Paul Weimer, Senior Vice President – CBRE Hotels Fernando Garcia Chacon, Executive Vice President – JLL Alam Pirani, Executive Managing Director - Colliers International Ronald Sutherland, President & CEO – Hemisphere Group George Spence, Principal – Leading Property Group

1:20 pm. – CLOSING REMARKS & BUFFET LUNCH Harbourview Ballroom



TOURISM IS ON THE RISE.

Tourism Statistics 2016

MORE VACATIONERS | INCREASED SPENDING | YOUNGER TRAVELLERS STRONG PERFORMANCE IN 2016 | MORE GROWTH PROJECTED IN 2017





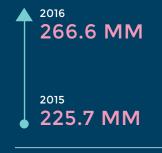


U.S. LEISURE AIR ARRIVALS

NEW YORK	46% 🕈
HARTFORD/NEW HAVEN, CT	27% 🕈
WASHINGTON, DC	24% 🕈
BOSTON	13% 🕈
PHILADELPHIA	8% 1



TOTAL LEISURE SPENDING (AIR LEISURE + CRUISE)



PERCENTAGES ARE % CHANGE COMPARING 2015 AND 2016



OF GROWTH IN LEISURE AIR ARRIVALS WERE UNDER AGE 45





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

Nicole Roantree is the Director of HVS Conferences 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.



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. 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 by providing strategic and financial advice to the firm's casino operator, gaming technology and equipment manufacturer clients around the world.

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 the New York office of Skadden Arps. He received his law degree in 1993 from Harvard University magna cum laude and his bachelor's degree in 1990 from the University of Pennsylvania magna cum laude.



Alam Pirani

Executive Managing Director - Colliers International

Alam Pirani is Executive Managing Director of Colliers International Hotels based in Toronto, Canada. He leads a team of professionals responsible for hotel investment advisory services in Canada and specific markets in Latin America/Caribbean. Alam's specialized experience is in sourcing equity and debt capital for hotel and leisure investments, negotiating management and joint venture agreements, as well as valuation analysis for hotel, resort and leisure-related assets. Since joining Colliers in 1991, Alam has been directly involved in portfolio, single asset and debt transactions with a market capitalization of over \$8 billion, acting on behalf of REIT's, public companies, institutional investors and private capital sources. Alam's most recent notable transactions in the Caribbean region include the sale of the Baha Mar Resort and Hilton British Colonial in the Bahamas, as well as the Fairmont Royal Pavilion Barbados, among others.



Alejandro Acevedo

Regional Vice President, International Hotel Development - Mexico & the Caribbean Marriott International

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



Alessandro Colantonio

Executive Vice President Acquisitions & Capital Markets - Gencom

Alessandro Colantonio brings 12 years of experience in the hospitality industry and nearly 10 years with Gencom. As Executive Vice President of Acquisitions & Capital Markets, Mr. Colantonio oversees all acquisition and disposition related functions for Gencom. Overseeing a team of associates and working closely with Gencom's Asset Management, Real Estate, Finance and Legal teams, primary functions include identifying, sourcing and pursuing new acquisition and/or business development opportunities, screening and analyzing potential projects, financial and risk analysis, market feasibility, transaction and equity joint venture structuring, investor relations; and reviewing, approving, negotiating and finalizing contracts with brands, equity partners, debt providers, legal counsel and related 3rd parties.

Mr. Colantonio's experience has spanned a number of North American, South American, Caribbean and European markets and Mr. Colantonio has been directly or indirectly involved in over \$1.0 B of transaction volume including acquisition, disposition, recapitalization and strategic platform investment strategies. Mr. Colantonio also plays an integral role in Gencom's Executive Committee, key steering committees and is responsible for coordinating and presenting new business opportunities for approval by the firm's Principal and key investors.

Alessandro holds a Bachelor of Business Administration, concentration in Finance, from the University of Miami. He currently resides in Miami with his wife and daughter.



Alex Zozaya

CEO - Apple Leisure Group

As CEO of Apple Leisure Group, Alejandro Zozaya leverages 30 years of industry insight to optimize global synergies between the Group's six leading hospitality companies.

Through the unparalleled distribution of Apple Vacations®, Travel Impressions® and CheapCaribbean. com®, ALG serves more than 2 million guests annually—delivering more North American leisure travelers to Mexico and the Caribbean than any other hospitality company in the world.

Amstar DMC is the largest destination management company in Mexico, Jamaica and the Dominican Republic. For over 25 years, Amstar has expertly served group, business and leisure travelers with personalized tours, private excursions and deluxe airport transfers.

AMResorts® and its popular guest loyalty program, Unlimited Vacation Club®, spearhead ALG's rapidly expanding resort product portfolio. Since 2001, AMResorts has elevated the all-inclusive resort experience with an esteemed collection of luxury brands: Zoëtry® Wellness & Spa Resorts, Secrets®, Breathless®, Dreams®, Now®, and Sunscape® Resorts & Spas. By 2019, more than 60 hotels (totaling 20,000+rooms) throughout 8 countries will be under AMResorts' award-winning resort brand management.

Prior to establishing AMResorts in 2001, Alex held senior positions at Fiesta Americana Hotels & Resorts, where he directed all commercial activities for Latin America's largest hotel consortium.

Alex's outstanding contributions to international hotel business have garnered numerous industry accolades, including recognition as "Hotelier of the Year" by Alta Hoteleria, for which he received the distinguished Diamante Award, plus CNN Expansion magazine ranking Alex among the "100 Most Important and Influential Business People in Mexico".



Managing Partner - León, Mayer & Co.



Andro Nodarse-León is a co-founder and Managing Partner of LEÓN, MAYER & Co. ("LM") a private equity and investment banking firm with operations in Miami, New York City and San Juan, Puerto Rico. Since co-founding LM in 2005, Mr. Nodarse-León has worked on dozens of investment banking transactions, as well as the founding of Endeavor Schools a successful for profit pre-k to 8th grade private school company that owns and operates 37 leading private schools throughout the U.S., as well as the recent launch of LM's hotel acquisition and asset management practice with the purchase and complete renovation of El San Juan Hotel in Puerto Rico.

Prior to co-founding LEÓN, MAYER & Co., Mr. Nodarse-León was an investment executive at Kohlberg Kravis Roberts and Co. ("KKR") in New York City, where he pursued acquisition opportunities across a number of sectors, including: hospitality, media, and entertainment and consumer products. He played a key role in the \$1.5 billion acquisition of Sealy Corporation and worked alongside Sealy's Board of Directors and senior management team to help enhance the Company's operating performance, eventually leading to a successful IPO.

Mr. Nodarse-León graduated with honors from The University of Pennsylvania with a B.S. in Economics from The Wharton School and a B.S.E in Systems Engineering from The School of Engineering and Applied Sciences. He also holds his FINRA Series 79 and 63 licenses.



Bojan Kumer

VP, Lodging Development, Caribbean &Latin America - Marriott International

Bojan Kumer is the Vice President of Lodging Development for Marriott International Inc. and The Ritz-Carlton Hotel Company for the Caribbean and Latin America region and is based in Miami, Florida. Mr. Kumer is responsible for hotel development of all the brands for the Caribbean including Bylgari Hotels & Resorts, The Ritz-Carlton, JW Marriott, Edition, Autograph Collection Hotels, Renaissance Hotels, AC Hotels, Marriott Hotels & Resorts, Courtyard, Fairfield Inn, Residence Inn and Marriott Executive Apartments.

Mr. Kumer brings 13 years of experience within Marriott's corporate finance and development organizations and hotel operations.

Mr. Kumer began his career with Marriott International, working at the Ritz Carlton finance department in St. Louis. Since then, Bojan has worked at different finance departments within Marriott Corporate office in Bethesda, Maryland, managing financial reporting for 15 Marriott entities in Central and Eastern Europe, supported company's financial planning processes (Budget and Long Range Plan), provided support to Treasury, Investors Relations, Global Asset Management, and Development In 2009, Bojan has moved to Corporate and Development Finance and worked on complex financial transactions and M&A's which resulted in addition of new MI branded hotels worldwide. In 2016, Bojan was promoted to his current role.



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.



Craig Christensen

Director and Owner - Caroline Bay Bermuda

Craig Christensen is an owner and director of Caroline Bay Bermuda (formerly known as Morgan's Point). Caroline Bay is currently being developed into a Ritz Carlton Reserve hotel and residences. Caroline Bay represents the largest development property in Bermuda at 182 acres. Other phases of the development are in the planning stage.

He is a visionary of future development in Bermuda and has been instrumental in making a number of changes to the potential development landscape. He has spearheaded changes in reducing the foreign license fees for residential purchasing and the elimination of visa requirements for our overseas visitors.

Craig previously had a long and successful career as a public accounting business serving both local and international businesses in audit and consulting services. He is a qualified Chartered Professional Accountant and was a trust and estate practitioner. He has served on numerous boards and charities. He was educated in Bermuda, St. Francis Xavier University in Canada and Oxford University. He is well known in the sporting circles having competed in a number of sports and has represented Bermuda in golf.

His parents started Surf Side Cottages in Bermuda and now his career has come full circle back to the Tourism industry.



Honorable E. David Burt, JP, MP

Premier of Bermuda & Minister of Finance - Government of Bermuda

Burt started his political career in November 2010 when he was appointed to the Senate and served as Junior Minster for Finance and Junior Minister of Environment, Planning and Infrastructure Strategy. In addition to his responsibilities in the Senate, he served as Chief of Staff to Premier Paula Cox. Prior to serving in the Senate, he was Chairman of the Progressive Labour Party from October 2006 until October 2009.

Burt graduated from Florida Air Academy, in Melbourne, Florida, in 1996. He went on to attend The George Washington University in Washington, DC, where he received his Bachelor of Business Administration with a double major in Finance and Information Systems in 2001. He was awarded The George Washington University Presidential Administrative Fellowship and received his Master of Science in Information Systems Development in 2003.

Shortly after returning to Bermuda, Senator Burt started GMD Consulting Limited, an IT and small business consulting firm focusing on project management. In 2009 he was certified as a Project Management Professional. He has served on the Tourism Board, National Training Board, and as a Director of the Bermuda Chamber of Commerce. He is currently a Director of the Bermuda Small Business Development Corporation and is also a member of Alpha Phi Alpha Fraternity.



David Larone

Senior Managing Director - CBRE Hotels

David Larone is a Senior Managing Director and practice lead with CBRE Hotels Valuation and Advisory Services group in Canada. He is based in Toronto, but has responsibility nationally. David joined CBRE Hotels in 2015 with the CBRE's acquisition of PKF Consulting Canada, where he was National Managing Director. David had been with PKF since 1975, and has over 40 years of hotel development, operational and investment advisory experience.

He has worked extensively within the hotel and resort sector nationally and provincially in undertaking numerous operational reviews, development studies and appraisals on behalf of owners, developers and lenders. 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.



Dave Johnson

President & CEO - Aimbridge Hospitality

Dave Johnson oversees the management of Aimbridge's entire portfolio consisting of over 350 hotels approximately 2 billion in annual revenue and over 13,000 employees. Through his dedication and leadership, Aimbridge is recognized as one of the Premier Hotel Management companies in the United States. Aimbridge Hospitality's portfolio includes assets under ownership and management from Marriott, Hilton, Starwood, Hyatt Hotels, IHG, Choice and Wyndham. Additionally Aimbridge oversees an impressive resort and luxury division of hotels including its own proprietary all inclusive Jewel Resorts.

Prior to joining Aimbridge, he spent 17 years at Wyndham International helping them grow from 10 hotels to over 500 at the time of his departure. While at Wyndham, Johnson served as President of Wyndham Hotels, overseeing approximately 15,000 employees and responsible for approximately 3 billion dollars in annual revenue. Prior to that he served in various senior level operational, sales and marketing positions

Mr. Johnson received his bachelor's degree from Northeastern Illinois University in Business Economics, graduating with highest honors. Mr. Johnson currently serves on several Boards including Strategic Hotels (NYSE: BEE) where he is also a member of the Audit Committee and Corporate Governance Committee. Johnson served from 2009–2012 as a Director of Gaylord Entertainment (GET-NYSE). He also serves on several nonprofit Boards including The Juvenile Diabetes Research Foundation, Meeting Professionals International and Plano YMCA. Mr. Johnson's "Brand" affiliations include advisory Board positions on Hyatt, Starwood, Marriott and Hilton. Most recently he was recognized as a finalist for the Ernst & Young 2014 Entrepreneur of The Year.



Diane Edwards

President - Jamaica Promotions Corporation, JAMPRO

Diane Edwards is the President of Jamaica Promotions Corporation (JAMPRO) – the national investment and export promotion agency. Possessing a wealth of knowledge and experience in international marketing and business development, Ms. Edwards is committed to developing and advancing Jamaica's business brand. During her time at JAMPRO, she has led its transformational development to serve as a catalyst for wealth creation through increased customer focus and more effective marketing communications programmes, and has promoted a culture of innovation to facilitate and support the development of new industries in Jamaica. She has also been a strong advocate for transformation of the nation's business environment.

Prior to leading JAMPRO, she served as General Manager and Director of J. Wray & Nephew UK Ltd., where she successfully grew the UK Company's turnover by 77% over 10 years. Ms. Edwards holds an MBA from New York's Pace University, a Masters in International Relations from Institut d'Etudes Politiques de Paris and is fluent in English, French, Spanish and German.



Diego Lowenstein

CEO - Lionstone Development

Diego has been involved in his family's business interests for 27 years. His know-how in acquiring, developing and repositioning hotels, has lead the 50-year-old entrepreneurial firm to new heights. In partnership with industry leaders, including Ritz-Carlton, Kimpton, Hilton, AM Resorts and Virgin, he has fulfilled developments in markets including Miami Beach, Downtown Miami, Chicago and the Caribbean. In the past decade Lionstone has entitled and developed over 1,500 hotel rooms and over 2 million square feet and has a robust development pipeline and plans to double its portfolio by 2020.

Diego has served as CEO of Lionstone since 2003. Among his roles and Board responsibilities, he oversees asset management, acts as managing partner with joint venture partners, directs deal structuring, financing, disposition and hospitality brand negotiations. Diego is involved in various philanthropic and professional organizations. He is married to Gisela and has three young adult children.



Doug Kulig

Chief Executive Officer - OBMI

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.



Erik Eveleigh

Director - Luxury Development, USA, Canada & Caribbean - Hilton Worldwide

Erik Eveleigh serves as the Director of Luxury Development in the United States, Canada, and the Caribbean for Hilton, Inc. In this capacity, he is integral to the expansion efforts for Hilton's luxury brand portfolio. He works to source new luxury opportunities, acting as the lead for discussions regarding hotel programming and design, the assignment and completion of market & feasibility studies, the submission of Luxury RFP responses, and the negotiation of Management Agreements.

Prior to joining Hilton's Development team he was a member of the Feasibility & Investment Analysis team for Hilton where he provided internal consulting, financial projections, market analysis, and acquisition & disposition valuations. Combined Erik Eveleigh has been with Hilton for 8 years over two stints.

In between, he earned two Master's Degrees at the University of Southern California between 2009 and 2011, completing both the Master of Real Estate Development program as well as the Master of Urban Planning program. Prior to Hilton, he received his Bachelor's Degree in Business Administration from the California Polytechnic University, Pomona.



Fernando Garcia-Chacon

Executive Vice President - JLL

Mr. Garcia-Chacon heads up JLL's Hotel and Hospitality Group 's Advisory Practice in Miami with a geographic focus throughout the Southeast US, Mexico, the Caribbean and Central America. He brings over 25 years of R/E and hospitality experience in addition to a strategic perspective to consulting, asset management and transactional analysis engagements. Mr. Garcia-Chacon is most familiar with the hotel and resort industry in both the US and the Caribbean having been involved in many of that region's growing resort areas. Mr. Garcia-Chacon has completed numerous feasibility studies, pricing analysis, market demand surveys and valuations on a variety of hotel, mixed use and resort developments as well as land holdings. He has also led various international due diligence engagements on behalf of both US-based and foreign investors, seeking to acquire hotels and real estate in the US and Latin America. Prior to joining JLL in 2007, Mr. Garcia-Chacon was Development Director for Yum! Restaurants International for Latin America. He also worked for CitiGroup in their in-house R/E group, and before that was a senior manager with KPMG. Mr. Garcia-Chacon, a 20-year resident of Miami, graduated from Boston College with a B.A. in Economics and obtained an M.B.A. from New York University. He has been a speaker at a number of industry conferences and symposia.



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.



Geoffrey A. BallottiPresident & CEO - Wyndham Hotel Group

Geoff Ballotti is the president and chief executive officer of the Wyndham Hotel Group, the world's largest hotel company with over 8,000 hotels across 19 iconic brands in over 130 countries united by the top-rated loyalty program, Wyndham Rewards. He leads a team of nearly 9,000 associates who are laser-focused on transforming the company's quality, sales, marketing, loyalty and technology capabilities. Previously, Ballotti served six years as president and chief executive officer of Wyndham Exchange & Rentals, the global leader in vacation exchange and the world's largest professionally managed vacation rentals destination company across Europe and the United States.



George SpenceManaging 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.



Gregory Bohan, ISHC

Instructor/Special Programs - Florida Atlantic University - Hospitality Management

Gregory T. Bohan, ISHC, BS Cornell University, MS Florida International University is an instructor and Coordinator of Special Programs at Florida Atlantic University's College of Business, instructing in the rapidly growing Hospitality and Tourism Management Program. Prior to joining the faculty at FAU, Mr. Bohan was on the faculty at the Chaplin School of Hospitality at Florida International University, where he designed and taught graduate and undergraduate level classes in financial feasibility analysis and revenue management for the hospitality industry. In addition to his teaching, Mr. Bohan maintains a strong presence in the world of hospitality consulting, building on more than 35 years of hospitality consulting – primarily in the areas of financial structuring and market feasibility. Before embarking on his current, full-time teaching career, Mr. Bohan was Managing Director of Pinnacle Advisory Group's Florida/Caribbean practice. Earlier in his career he was a co-Principal in charge of the consulting practice at PKF's New York office as well as developer/owner/operator of full-service country inn in Vermont. He is on the Executive Committee of the Board for the Hotel Sales & Marketing Association's South Florida chapter and active in other industry affairs.



Hari Nair

Global Senior Vice President - Expedia Media Solutions

As global senior vice president of Expedia Media Solutions, the digital advertising arm of Expedia, Inc., Hari Nair oversees all facets of the business including product development and execution, engineering, operations, marketing, media sales and business development.

Hari was previously Vice President and General Manager of Orbitz.com and CheapTickets. com, subsidiaries of Expedia, Inc., responsible for overseeing retail operations and profitability of the business, brand strategy, marketing efficiency and customer lifecycle management.

Hari joined Expedia, Inc. in 2002, and has managed and led market management operations in a variety of offices, including Dallas, New York and London. He also oversaw the company's hotel supplier relations and directed lodging strategy and business for North America.

Prior to joining Expedia, Hari worked in corporate training and food and beverage operations at Oberoi Hotels, a leading luxury hotel chain that owns and manages thirty hotels and five luxury cruisers across six countries under the 'Oberoi' & 'Trident' brands.

Hari holds a master's degree in Hotel Management from Cornell University.



Isabel de Caires

Associate Director - CIBC First Caribbean

Isabel is an Associate Director in Investment Banking at CIBC FirstCaribbean International Bank, based at Head Office in Barbados. She is responsible for the origination and execution of corporate finance transactions for both corporate and sovereign clients throughout the Caribbean region. Since joining CIBC FirstCaribbean in 2010, Isabel has become the Bank's Hospitality & Real Estate Industry expert; with a primary focus on delivering financial solutions within these sectors. She has had a diversified financial services career spanning 12 years. Prior to joining CIBC FirstCaribbean, Isabel worked for both PwC and EY. She holds a BBA in Finance from the University of Miami and is a qualified chartered accountant.



Honorable Jamahl S. Simmons, JP, MP

Minister of Economic Development & Tourism - Government of Bermuda

Mr. Jamahl Snaith Simmons is the son of former Progressive Labour Party Parliamentarian Lionel D. Simmons and "The Bermuda Cookbook" author Cecille Snaith. He grew up in Somerset, Bermuda and attended West End Primary School, later attending the Berkeley Institute and Kent's Hill School in Maine. He studied Political Science at Howard University in Washington DC and returned to Bermuda in 1997, beginning a career in broadcast journalism. In 1998 he received a Bermuda Gold Award for Bermuda's Best Sportscaster.

Jamahl Simmons was elected to Parliament for the constituency of Pembroke West on February 7, 2002 in a by-election. In 2002 he received a Bermuda Gold Award for "Political Coup," after being elected as Bermuda's then youngest MP. Mr. Simmons was re-elected in the 2003 General Election with an increased majority. Jamahl Simmons did not seek re-election in the 2007 General Election and in February 2008, was appointed to serve as Chief of Staff to the then Premier of Bermuda, Dr. The Honorable Ewart F. Brown JP, MP. In February 2010, he was appointed to the post of Press Secretary to the Premier, serving in that post until the conclusion of Premier Brown's term in October 2010.

On November 18, 2014, Jamahl Simmons defeated the OBA's candidate in a bye-election returning the Sandys South Seat to the PLP for the first time since 2012. Mr. Simmons is a Public Relations and Marketing professional with a wide a varied career, both in Bermuda and in the global arena, having worked in broadcasting, on several international political campaigns and as advisor to candidates, elected officials and businesses around the world. He also is a professional writer with articles published online for various entertainment websites. Jamahl Simmons is married to radio personality Sherri Johnson-Simmons host of The Sherri Simmons Show on Magic 102.7 and has two sons.



James Gerald Freeman, AIA

Founding Principal - FSC Architects

Jim cofounded this international hospitality design firm with extensive experience in designing luxury hotels, boutique hotels, resort architecture, timeshare resorts, urban resorts, mixed-use, luxury residential and resort master planning. The belief, that while creating great memorable guest experiences the whole should always be greater than the sum of its parts, drives Jim's passion to create transcendent contemporary regionalism using their LIVING PLACES approach – design imbuing convivial place-making skills with local culture, history and the natural environment to enrich life. This mantra along with his exceptional communication skills, respect and empathy for people, place and culture encountered throughout his world travels, directly correlate with the success of several award winning projects in a career spanning four decades.

Jim's leadership initiatives toward a better built environment got the attention of President Clinton who awarded him the President's COUNCIL FOR SUSTAINABLE DEVELOPMENT Certificate of Appreciation for his advocacy and visionary SUSTAINABLE COMMUNITIES concept. Through Jim's leadership as President of the AIA Honolulu (American Institute of Architects) their new headquarters became the first LEED Certified project in the State of Hawaii, and several of his hotels and resorts incorporated sustainable design strategies.

In addition to being a frequent speaker at international hospitality industry conferences, Jim has served as President, VP, Director and Urban Design Committee Chair for AIA Honolulu, Director of Center for Better Communities, appointed to various city taskforces and is an original signatory of the Charter of the NEW URBANISM.



Jan D. Freitag

Senior Vice President - STR

Mr. Jan D. Freitag is a Senior Vice President for STR (STR, Inc.). STR provides clients from multiple market sectors with premium, global data benchmarking, analytics and marketplace insights. Founded in 1985, STR maintains a presence in 10 countries around the world with a corporate North American headquarters in Hendersonville, Tennessee, and an international headquarters in London, England.

In his role, Mr. Freitag oversees a variety of projects, all charged with the accumulation and interpretation of global lodging data. He is a sought-after public speaker and is frequently quoted in trade publications and the general news media such as The Wall Street Journal, New York Times, Associated Press, Reuters, Forbes, etc.

Prior to joining STR, Mr. Freitag was the Director of Content Integrity at hotelreports.com in upstate New York and a hospitality consultant with Ernst & Young in Phoenix. He holds a bachelor's degree, with distinction, from the School of Hotel Administration, Cornell University, and received his Executive MBA, with honors, from Vanderbilt University. Mr. Freitag resides in Nashville, TN.



Executive Vice President & Chief Strategy Officer - Apple Leisure Group

Group's® (ALG) busine

Under Mr. Coll's leade existing markets and n com® were added to the world's #1 provider of the tenacious development years. 57 hotels in 25

As Executive Vice President and Chief Strategy Officer, Javier Coll directs Apple Leisure Group's® (ALG) business strategy and oversees all development initiatives.

Under Mr. Coll's leadership, ALG's global footprint has rapidly expanded throughout key existing markets and new destinations. In 2013, Travel Impressions® and CheapCaribbean. com® were added to the Group; creating a powerful distribution network that makes ALG the world's #1 provider of North American leisure travelers to Mexico and the Caribbean. ALG's tenacious development plans have doubled subsidiary AMResorts®' portfolio in less than three years. 57 hotels in 25 beach destinations throughout 8 countries will be under AMResorts' award-winning brand management by 2018.

A 25-year industry veteran, Mr. Coll has held executive positions at Spain's Barceló Group and was Deputy Managing Director of MAC Hotels. Prior to joining ALG, Mr. Coll played a pivotal role in the development of AMResorts as Chief Financial Officer and Chief Operating Officer.



Jeff HigleyEditorial 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 Checketts
Vice President Network Planning - JetBlue

John Checketts is Vice President, Network Planning for JetBlue, New York's Hometown Airline™ and one of the world's most acclaimed airlines.

In his role, John oversees the execution of JetBlue's network strategy through the route planning, schedule planning and charter functions.

He joined JetBlue in 2004 and has held various positions in revenue management, financial planning & analysis, and route planning. Most recently, as Director of Route Planning, he and his team established JetBlue's leading presence in Boston, Fort Lauderdale and the Caribbean. John holds a Bachelors in Economics degree from the University of Utah.



John Dishinger
Director of Business Development - RCI and The Registry Collection

As Director of business development with RCI and The Registry Collection John is focused on assisting new entrants into the shared ownership industry and assisting existing clients to expand the depth and profitability of their current business. His portfolio includes clients located in the U.S., Mexico, and more than 15 countries in the Caribbean. A seasoned veteran with more than 25 years experience John is based in the Orlando, FL offices of RCI.

John joined RCI shortly after graduating from Ball State University in 1991 where he earned a Bachelor's of Science in Sales and Marketing. John grew through the ranks at RCI holding a variety of positions with the core call center and Business Development. Additionally John has served on various regional boards including the Timeshare associations of Sint Maarten, Aruba and the Bahamas.

John is married and has two children John Paul who is 11 and Camila who is 13. He loves watching the kids pursue their soccer dreams!



John Lancet, MAI Managing Director, Miami – HVS

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



Jonas Niermann

Financial Instruments Structured Products & Real Estate - PwC

Mr. Niermann is a director in PwC's Real Estate and Hospitality & Leisure Consulting Practice in Miami. He has extensive experience in the hospitality industry and has provided related advisory services in the Americas, Europe, and the Middle East.

In addition to his broad understanding of hotel operations, Mr. Niermann has expertise in a variety of disciplines, including acquisition due diligence, market-entry strategies (products and geographies), real-estate valuation, prospective financial studies, and mixed-use community planning. Mr. Niermann has worked on behalf of developers, hotel companies, and financial institutions, among others, and has experience with a variety of asset types, including urban and resort hotels, vacation-ownership products, complex mixed-use communities, and recreational facilities such as golf courses and marinas.

Prior to joining PwC, Mr. Niermann's experience included hotel operations in Europe and North America, as well as global strategic planning for a Fortune 100 company. Mr. Niermann holds an MBA from Washington University in St. Louis, Missouri, and speaks English, Spanish, and German fluently.



José Carlos Azcárraga

CEO - Grupo Posadas

José Carlos Azcárraga is Chief Executive Officer for Grupo Posadas. He holds a degree in Industrial Engineering and a MBA from J.L. Kellogg Graduate School, Northwestern University.

Posadas is the leading and fastest growing hospitality company in Mexico, with over 150 hotels, resorts and vacation properties in its portfolio compromising of almost 25,000 rooms. In nearly 50 years since opening the first hotel, Posadas has defined the hospitality industry in Mexico and established a portfolio of 10 highly recognized brands including: Live Aqua, Fiesta Americana, Fiesta Inn and One Hotels among others. Posadas currently has more the 16,000 employees and is listed in the Mexican Stock Exchange.

José Carlos started his career in Posadas in 1994, leading different areas such as the Real Estate Division, Vacation Ownership and Hotel Sales & Marketing.

He currently serves on the Board of Directors of: POSADAS, ARDA (American Resort and Development Association), the CNET (Consejo Nacional Empresarial Turístico), among others. He also served in 2008 as Chairman of AMDETUR (Mexican Resort Development Association).

Earlier in his career, José Carlos worked for Booz Allen and for Chase in New York City.



José Matheu Guila

Chief Development Officer - Palladium Hotel Group

Jose Matheu is the Chief Development Officer of Palladium Hotel Group since 2016. The group currently operated a portfolio of 9 Hotel brands, gathering almost 14,000 room/keys in six different countries. Responsable for seeking opportunities globally, and as a priority Mr. Matheu is finding investment partners who are willing to analyze reconversion projects in association with the group with the aim of repeating success stories like Ushuaïa Ibiza Beach Hotel, Hard Rock Hotel Ibiza & Tenerife and Only You Hotels.

José was already responsible on the business development areas helping the major hotel multinationals to implement their strategies abroad, such as Meliá Hotels International, where he was responsible for portfolio management and ownership for properties in Europe, the Middle East and Africa (EMEA) and for Barceló Hotels & Resorts, as business development responsible in EMEA area. In addition, also as Director of business development in Asia & Centre countries of Europe for Camper from Mallorca.

Mr. Matheu was born in Spain and holds a Master in Corporate Finance from ESADE Business School, and a Law & L.L.Business degree from Universidad San Pablo CEU of Barcelona, achieving a Mention in Business in Dublin, Ireland, and in parallel is Advisor of the Spanish Ministry of Finance on the perspective of business internationalization and investment strategy for companies.



Kenny Blatt

Principal - CPG Real Estate

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.



Kenneth Kwok

Chief Investment Officer - Antigua and Barbuda Special Economic Zone

Mr. Kwok is currently managing the core investment fund for the purpose of developing the Antigua and Barbuda Special Economic Zone, the world's premier citizenship-linked, tax-free and multi-sector zone spanning over 1,700 acres. A total of USD 250 million have been committed to the project since the Government has passed three separate legislations to safeguard its awarded comprehensive list of incentives and concessions.

Prior to this, Mr. Kwok has spent more than a decade in Goldman Sachs, UBS and Deutsche Bank and has been involved in over USD 100.0 billion of IPO and M&A, for clients based in North America, Europe and Asia. His passion is in the real estate sector, in particular in hospitality and gaming.

Mr. Kwok is the co-founder of the Better Together Foundation which funds and operates empowerment programs for underprivileged youth in minority communities across six countries in Asia.



Kevin Dallas

Chief Executive Officer - Bermuda Tourism Authority

Kevin Dallas is the chief executive officer of the Bermuda Tourism Authority, the destination marketing organisation for the island of Bermuda. He is a digital leader in a digital business with practice in developing strategic growth plans and hands-on experience delivering them. He has proven to be a popular leader and award-winning team builder, used to working in high pressure and high growth environments. His talents as public speaker, spokesman and commentator on the disruption and resulting opportunities that exist at the intersection of technology innovation and globalization, have garnered numerous appearances on international media platforms and key speaker roles at global conferences. Through his consultancies and executive leadership posts, he has delivered a range of brand building solutions for his clients including new market development, demand generation strategies and digital products for a host of organisations including South African Tourism, Expedia, Airbnb, airlines and other online travel agencies.



Kevin Frid

COO - North America, Central America & Caribbean - Accor Hotels

Kevin Frid is Chief Operating Officer, North & Central America for AccorHotels, a world-leading travel & lifestyle group and digital innovator offering unique experiences in more than 4,000 hotels, resorts and residences, as well as in over 2,500 of the finest private homes around the globe.

As a key senior leader within AccorHotels, Mr. Frid has operational responsibility for 88 hotels across the North & Central America region. This includes hotels such as Toronto's Fairmont Royal York, Fairmont San Francisco, Sofitel Chicago, The Plaza in New York City, Fairmont Grand Del Mar and Novotel Montreal Centre.

Mr. Frid, an accomplished hotelier with an extensive hospitality background spanning more than 40 years, most recently served as president, Americas for FRHI Hotels & Resorts. Prior to joining FRHI's predecessor in 2000, Mr. Frid spent 18 years with Canadian-based Delta Hotels in various general manager and operations roles, including the position of Senior Vice-President, Operations.

Mr. Frid holds a M.B.A. from Queen's University, Kingston, Ontario, as well as a B.A.A, Hospitality & Tourism Management from Ryerson University, Toronto.



Liam Day

Managing Director – BCQS International

Liam is the Managing Director of BCQS International, 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.



Mark Durliat

Chief Executive Officer & Principal - Grace Bay Resorts

Durliat has 20 years of development experience in the resort real estate industry. He is CEO and co-Founder of Grace Bay Resorts (GBR) and has been a driving force in luxury travel and residential development in the Turks and Caicos for 14 years. Durliat led the acquisition and \$100m redevelopment of the boutique hotel, Grace Bay Club. GBR also manages the West Bay Club, a 74-keyluxury property on Grace Bay beach and in 2013 launched its residential division The Residences by Grace Bay Resorts, a collection of branded, uber-luxe beachfront homes. From 2010-2013 GBR was the brand behind the Veranda Resort. Grace Bay Resorts now manage or are in development of real estate projects valued at over \$250 million in the Turks & Caicos and directly employ nearly 400 hospitality and development staff. Durliat graduated from the University of Southern California with a BS in Business (Entrepreneur Program) and French.



Marta Molina-Seal

Principal, Hospitality - CPG Real Estate

Mrs. Molina manages CPG's hospitality division and in that capacity oversees the performance of CPG's 2,000+ hotel rooms and hospitality related assets situated in Latin America and the Caribbean, including award-winning Dorado Beach, A Ritz-Carlton Reserve, and a collection of upper upscale, limited service and all-inclusive properties and ancillary assets that include golf courses, casinos and resort residential developments. In her capacity she also drives prospective hotel acquisitions, guiding development, repositioning and disposition strategies. In her previous role at Marriott International, Mrs. Molina managed all project processes for select hospitality transactions as part of the Mixed Use Development Group and evaluated the market potential and financial returns for all proposed Marriott and Ritz-Carlton lodging products throughout Latin America and the Caribbean.

A native of Panama, Mrs. Molina served as Policy Advisor to the Presidential Committee on Sustainable Development led by Vice President Kaiser Bazan. She also served as Director of Marketing and Analysis for the Panama Tourism Board. She has consulted for the Inter American Development Bank and other multilateral agencies.

Mrs. Molina holds a Bachelor of Science degree from Cornell University's School of Hotel Administration and a Master of Science in Foreign Service from Georgetown University's School of Foreign Service. She resides in New York City.



Martyn Bould, MBE

Chairman - Bould Consulting Limited

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

Martyn is Chairman of Bould Consulting Limited, 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. Martyn is President of several property development and holding companies having developed for his own account 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. Martyn was Project Director for the Export / Import Bank of China for the US\$ 3.4b Baha Mar Resort in Nassau and advises on the development of hotels and resorts throughout the Caribbean. Martyn was appointed a Member of the Most Excellent Order of the British Empire (MBE) by Her Majesty, Queen Elizabeth in 2012.



Matthew J. Norton, Esq.

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

Matt Norton is a partner at K&L Gates LLP, a global law firm with 2,000 lawyers located in 46 offices on five continents. Mr. Norton maintains an international practice and concentrates his practice in the areas of commercial and residential real estate development and transactions, with a particular focus on resort, hotel, and golf transactions and projects.

He is a member of the firm's management committee in his capacity as firm wide Practice Area Leader for Real Estate. He was also a founding partner of the firm's Charleston, SC office and leads the firm's global Resort, Hospitality and Leisure practice area. He chairs the firm's Caribbean practice group and has worked extensively on resort and hotel projects throughout Latin America and the Caribbean basin.

Mr. Norton is currently included in Chambers and Partners USA: America's Leading Lawyers, Woodward/White's The Best Lawyers in America, South Carolina Super Lawyers, and has maintained a Martindale Hubbell AV Rating since 2001.

He is a graduate of Dartmouth College and The University of South Carolina School of Law, where he was Editor in Chief of The USC Law Review.



Mathieu Sauvestre

Director of Development, North America & Caribbean - Club Med

Mathieu Sauvestre is the Director of Development for Club Med in North America and the Caribbean. After joining the development team of Club Med in 2009, he had the opportunity to take different positions in Africa, Middle East, Southern Europe or in the mountain development in the Alps. Accompanying the development of the Club Med on the upscale market for the last 7 years, he is now in charge of developing the new flagships of the brand in this part of the world. Mathieu graduated from HEC Paris with a Master in Manager and has previous position in Private Equity Funds in London.



Neil Kolton

Director, Caribbean, Florida, Resort Sales & Service - Interval International

Neil Kolton is director for the Caribbean and Florida (excluding Orlando and the Panhandle) 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 these markets. Kolton joined the company in 2005 as account executive for the Northeast region and was subsequently promoted to Caribbean region manager. Previously, he worked in sales for a vacation ownership development company.

He oversees Interval's fund-raising efforts on behalf of the Caribbean Tourism Organization (CTO) and Caribbean Hotel and Tourism Association education foundations. Kolton serves on the board of directors of the Caribbean Tourism Organization (CTO) Foundation and is a participant in the Aruba Timeshare and St. Maarten Timeshare Associations.

Active in the American Resort Development Association, he was selected to participate in the association's inaugural leadership, education, action, progression, and service program (LEAPS) in 2013. He is a Registered Resort Professional, the resort timeshare industry's highest individual designation.

Kolton graduated with honors from the University of Chicago, earning a bachelor's degree in international studies. Kolton resides in Hollywood, Florida.



Nicholas Hecker

Senior Principal – Och-Ziff Real Estate

Nicholas Hecker is a Senior Principal and Chief Investment Officer of Oz Real Estate (OZRE), where he is involved in all aspects of OZRE's business, including acquisitions, asset management and fundraising. Throughout his tenure at OZRE, Mr. Hecker has worked on complex equity and debt investments, completing investments across nine different real estate asset classes. Mr. Hecker focuses on both traditional real estate sectors, and certain niche asset classes, including developing OZRE's gaming, resort and cell towers strategies.

Prior to joining OZRE in 2006, Mr. Hecker was a member of the Real Estate Group of the Investment Banking Division of Goldman, Sachs & Co. Prior to that, Mr. Hecker practiced corporate and securities law at 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.



Pablo Gonzalez Carpizo

Director of Development - Melia Hotels International

Pablo Gonzalez is Director of Development – The Americas, for Spanish-based Meliá Hotels International, a 60-year-old international hospitality company with over 370 hotels in 40 countries on five continents. His responsibilities include expansion opportunities for MHI's strategic growth plan for the Americas. Pablo is also in charge of expanding the relationship network with developers and grow the presence and pipeline of deals for the continent.

Prior to that, Pablo worked for Hyatt Hotels Corporation and Starwood Hotels and Resorts where his main responsibility was expanding the presence of Hyatt and Starwood, respectively, in Mexico and Central America.

Pablo has also vast experience in acquisitions, collections and workouts, working for companies such as Paratus FIG in Spain, and DB Real Estate and BBVA Bancomer in Mexico, where the portfolios under management included mainly Hotels and Real Estate Assets.

Pablo holds a Bachelor in Business Administration from The University of Colorado, USA and a MBA from University of Bristol, England and Ecole Nationale Des Ponts et Chaussees, France.



Patrick Pacious

President & CEO - Choice Hotels International

Patrick Pacious is President and Chief Executive Officer of Choice Hotels International, Inc. (NYSE: CHH), one of the world's largest hotel companies. Pacious has been with Choice since 2005 and has created significant value for shareholders and franchisees. Under his direction, Choice built industry-leading global technology platforms that resulted in improved profitability and efficiencies for the company's franchised hotel owners. He also spearheaded the company's significant growth in the upscale segment with both Cambria Hotels and The Ascend Hotel Collection, as well as the successful transformation of the Comfort Brand.

Before becoming CEO, Pacious was the company's president and chief operating officer. He has led strategy and growth initiatives within the areas of technology, innovation, distribution, brand, marketing, franchise services, and performance analytics. Under his keen leadership, Choice Hotels improved profitably, increased global growth, and propelled to the forefront of hospitality technology.

Prior to joining Choice, Pacious spent more than nine years with Arthur Andersen Business Consulting LLP and BearingPoint Inc., working with executive management and boards of directors at clients, including Choice Hotels and other major hospitality companies. Pacious also served as a U.S. Navy officer in surface warfare and strategic planning from 1987 to 1993.

Pacious received his bachelor's degree in political science and Latin American studies from Duke University. He earned a master's degree in business administration from the Kellogg Graduate School of Management at Northwestern University. Currently, he is a member of the board of directors of the Wolf Trap Foundation for the Performing Arts.



Paul Weimer

Senior Vice President - CBRE Hotels

Based in Miami, Paul Weimer is a Senior Vice President with CBRE Hotels, where he focuses on the sale and financing of hotels and resorts in Florida and the Caribbean. A hospitality real estate professional with more than 15 years of expertise, Paul has extensive private equity, finance, brokerage, and hotel asset management experience. Prior to joining CBRE, Mr. Weimer was a part of The Charre Group, where he and his team earned a reputation in South Florida as a trusted real estate investment banking firm and advisor dedicated exclusively to the lodging industry. Prior to relocating to Miami, Mr. Weimer was based in New York City, where he was most recently a Director at Trinity Hotel Investors, responsible for business development and asset management of a diverse portfolio of hospitality assets. Over the course of his career, Paul has been involved with over \$2 billion of hospitality real estate transactions with notable Caribbean transactions such as the sale of The Hilton Montego Bay. The Ritz Carlton St. Thomas, The Marriott Grand Cayman, The Marriott Courtyard Port of Spain, Trinidad, and The Cove Eleuthera, to name a few. Paul holds a Master's degree in Real Estate Finance from New York University; an undergraduate degree in Economics and Political Science, also from NYU; and has completed Cornell University's post graduate certificate in Hotel and Resort Finance and Development.



President & COO - Shaner Hotels



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

Plato previously served for 10 years as Executive Vice-President for Federated National, a real estate development group specializing in the management and development of more than 25 hotels, resorts, restaurants and apartment complexes.

Plato has extensive experience in sales and marketing, as well as in hotel and restaurant operations. A native of Athens, Greece, Ghinos came to the United States to attend college, and worked for an international hotel group during graduate school. He received his B.A. in business administration from Coe College, Cedar Rapids, Iowa, and his Masters Degree (M.B.A.) at the American Graduate School of International Management, (Thunderbird Campus) Phoenix, Arizona.

Ghinos is a member of several boards including the MINA board for full-service Marriott's, University of Delaware's Hotel Restaurant & Institutional Management (HRIM) Advisory Board and the Hunter Hotel Investment Conference Advisory Board. He also serves as a franchise advisory member for Marriott International's Fairfield Inn & Suites brand. Ghinos taught several classes as part of faculty staff at Pennsylvania State University School of Hotel, Restaurant and Recreation Management and has been a guest lecturer at various Universities and hotel investment conferences. Ghinos was honored as a Fall 2011 Conti Professor at the Pennsylvania State University School of Hospitality Management.



Director - Curacao Investment & Export Development Agency - CINEX



Ramon Koffijberg was born in The Netherlands, and is the founding and current Director of Curacao Investment & Export Development Foundation, (CINEX), doing business as Curacao Investment & Export Promotion Agency. CINEX was established on July 31st, 2014 by the Ministry of Economic Development, with the main purpose of effectively attracting and assisting foreign investors and entrepreneurs throughout the process of seeking and setting up business on the island. Curacao Invest focuses on local companies when seeking to do business internationally. Their mission is to continuously and effectively attract foreign direct investment, as well as to promote and encourage the export of local product and services in order to boost the economic development of Curação.

With the support of the Ministry of Economic Development, Ramon is committed to make sure CINEX becomes a world---renowned agency and acting as an investor's first point of contact, providing excellent investor's facilitation services.



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.



Vice President of Development - Hotelco International



Roberto Andres Stipa is the Director and Vice President of Development of Hotelco Group. Hotelco Group has over seventeen years of experience developing luxury hotels and real estate, specializing in Venezuela and the Caribbean. Currently, Hotelco Group is developer and owner of JW Marriott Caracas; Marriott Playa Grande, Hotel Renaissance La Castellana, the Ritz-Carlton Hotel and Casino in Aruba and the Courtyard Bonaire. As result of its activities in the Caribbean, Hotelco has recently moved part of its corporate office's business operations to Aruba, from where it is now overseeing and managing the projects and developments in the Caribbean.

Although Roberto holds a Bachelor's Degree in Civil Engineering and a Masters in Technology and Construction Development, he also plays an important role in the financial structures of the company by remaining involved in the due diligence process, financing, construction, and operation of Hotelco's projects. Roberto concentrates on seeking new investment opportunities and works together with the government and local authorities to guarantee the realization of the projects.

Rogerio Basso

Principal Investment Officer - Inter-American Investment Corporation



With over 20 years of real estate and hospitality experience, Rogerio leads all initiatives related to tourism in Latin America for the Inter-American Investment Corporation, the private sector division of the Inter-American Development Bank Group. In his capacity as Principal Investment Officer, he is responsible for origination, transactions, and for executing the IIC's tourism strategy in the region, offering a variety of financial instruments including debt, quasiequity and equity.

Prior to joining the IIC, Rogerio served as the Chief Investment Officer for Key International, a Miami-based real estate investment and development platform active across the full spectrum of real estate assets including hotels, residential, multi-family, office and retail. He also served as EVP–Acquisitions & Development for Terranum Hotels, an owner and operator of hotels across Latin America, sponsored by Colombia-based Santo Domingo Group and Sam Zell's Equity International. Early on in his career, Rogerio worked for over 11 years at Ernst & Young in Miami, where he was responsible for leading the firm's real estate and hospitality advisory activities in Latin America across a wide variety of real estate asset classes. His operational skills are drawn from his tenure at Four Seasons Hotels and InterContinental Hotels Group. Mr. Basso is often quoted in industry publications on hospitality trends and topics, and is a guest speaker at industry related conferences in the United States and Latin America. He also served as a professor of feasibility analysis for the graduate hotel management program at Florida International University. Rogerio holds a Business Degree from the College of William and Mary and a Masters Degree from the School of Hotel Administration at Cornell University.



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 expend 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.

Ronald Sutherland

President & Chief Executive Officer - Hemisphere Group



Ronald Sutherland is the founder and president of The Hemisphere Group, International Real Estate & Resort Advisors based in Coral Gables, Florida. Since 1994, Hemisphere's core capabilities have included executive, operational and development management services; creating and assisting transactions; securing debt and equity; implementing creative sales and marketing programs for resorts and private islands; and have completed numerous international joint ventures and hotel management agreements.

Sutherland has more than 30 years of broad based commercial property, development and executive management experience. Before establishing the Hemisphere Group, he was President & CEO, Grubb & Ellis Miami, Florida, a former President of F.D. Rich Realty Company Stamford, Connecticut, Senior Vice President CBRE, New York and Managing Director of Landauer Hillier Parker, Real Estate Counselors in New York. Sutherland has also served on numerous corporate real estate boards including President of Pumpkin Cay Condominium Association, President of Angelfish Cay Condominium Association, Ocean Reef Club, Key Largo Florida; and President of 3 residential cooperatives in New York City. He is also a past member of the Brokerage Division of Real Estate Board of New York.

Ross Brennan

Managing Director - Sterling Global Financial Limited



Ross Brennan B.Sc.- Ross has over 35 years of real estate lending experience including: term mortgages (CMBS), operating facilities, bridge, construction and mezzanine loans, and large scale land development facilities. In addition, Ross has managed large and complex work out files for Toronto Dominion Bank (TD Bank), GE Capital and Caisse de dépôt et placement du Québec (Canada's 2nd largest pension company)

In addition to having started three CMBS lending platforms (TD Bank, Colliers International and Trez Capital), Ross has broad experience in building and managing real estate lending platforms, having managed the real estate debt portfolios of: TD Bank's corporate banking group (\$1.5 Billion, Managing Director), GE Capital's Canadian portfolio (\$3 Billion, Canada Head, Asset Management Group) and the Caisse de dépôt et placement du Québec's portfolio (\$12 billion, President and CEO, Otera Capital).

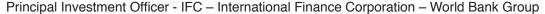
In the work-out/restructuring area, Ross led the TD Bank's Corporate Banking Group's restructuring team (Bramalea, Cadillac Fairview, Olympia & York and other restructurings) before moving to GE Capital, where he managed the liquidation of some \$3.0 Billion of distressed assets. In 2010, at Otera Capital, Ross managed the liquidation of \$6 billion of world-wide real estate debt assets. Mr. Brennan received a B. Sc. in Economics and Economic History from the University of London, UK.

Salim Damji Principal – Solid Rock Group



SALIM DAMJI is a Principal of Solid Rock Group and leads Solid Rock Advisors East in New York City. Mr. Damji has over 20 years of diverse hospitality-focused experience, including in operations, asset management, acquisitions and development. As a hotel owner/ operator, Mr. Damji has a unique perspective on hotel development and asset management and regularly advises owners, developers and investors on acquisitions and dispositions of hotels. With experience as an advisor with Andersen Consulting and JP Morgan, in Capital Markets at CBRE and in Acquisitions and Development at Starwood Hotels, Mr. Damii brings a comprehensive understanding of hotel investment strategy to the Group's practice. His experience includes extensive underwriting, having worked on valuations of single assets to full portfolios (of upwards of 200 hotels) and expertise in rebranding, repositioning and strategic planning. His asset management experience includes a 5-star hotel in San Antonio, Texas, from pre-development through its eventual sale, which he assisted in negotiating and which resulted in a 50% profit to shareholders over one year. In May 2016, Mr. Damji represented Cindat, backed by investors including China Cinda Asset Management Co. and Taikang Life Insurance and its affiliate on \$571M joint venture of seven premium limited service hotels in Manhattan. Mr. Damji graduated from Cornell Hotel School with a Master's in Hospitality Management. He also holds a Master's of Science in Business from Erasmus University in Rotterdam, The Netherlands and an undergraduate degree in Commerce from the University of British Columbia.

Shamsah Fatima Dhala





Shamsah Dhala works at the International Finance Corporation (IFC), the private sector arm of the World Bank Group, where she is a Principal Investment Officer at the Manufacturing, Agribusiness and Services group. She is responsible for origination and execution of transactions in the manufacturing, hospitality, retail and property sectors with a focus on Latin America and the Caribbean. She has worked at the IFC across regions including the Latin America, Africa, Asia and Eastern Europe. Prior to IFC, she worked at the Export Import Bank of India. She lives in Washington DC, US.

Shamsah holds an MBA in Finance and Strategy from Yale University and is Chartered Accountant under the Institute of Chartered Accountants of India. Shamsah obtained a Bachelor of Business degree from the University of Madras, India.

Shawn Sullivan

Public Policy Lead, Central America & Caribbean - Airbnb



Shawn Sullivan joined Airbnb in 2016 and serves as the public policy lead for Central America and the Caribbean. He represents the company's interests before governments, regulatory agencies and other stakeholders on issues related to taxes, regulations and other matters. Prior to joining Airbnb, Sullivan worked as an international government relations consultant based in Washington D.C. and as the Latin America regional director for an international non-profit organization. He spent more than a decade serving as an American diplomat in Latin America, Africa and the Balkans. Sullivan holds an MA from the University of New Mexico and a BA from the University of Massachusetts at Amherst. He is fluent Spanish and Portuguese.



Stephen D'Angelo
CEO - DCK Worldwide

Stephen D'Angelo is CEO and President of dck worldwide. Under his leadership, the company has consistently ranked as a top-tier international and domestic contractor.

Mr. D'Angelo established dck as a premier global contractor, with a strong presence throughout the Caribbean, Asia-Pacific region, Bermuda, and North America. He developed a culture within dck that focuses on partnerships and solutions, bringing construction projects to life. This approach led to increased market share, with high-end referenceable clients in hospitality, retail, healthcare, education, government, and other commercial sectors.

Prior to joining dck, Mr. D'Angelo was the founder and managing director of a business focused on turnarounds, debt refinancing, and credit restructuring. He served in this capacity as CEO and CFO for 13 companies.

With a Bachelor of Science degree in finance from Providence College in Rhode Island, Mr. D'Angelo is a member of the Construction Industry Roundtable and a board member for the Little Sisters of the Poor and Community College of Allegheny County.



Stephen Gould

Vice President - Butterfield Bank

Stephen Gould is the Vice President, Senior Relationship Manager for Butterfield's Corporate Banking department. He is responsible for managing complex structured credit transactions as well as large local and international corporate clients. Stephen has extensive international experience in the hospitality and real estate sectors, with specific focus on debt financing and capital raising to support both acquisition and re-development transactions. He is also responsible for the management and negotiation of large corporate banking transactions within other sectors, including insurance, reinsurance and financial services. Stephen studied Law and Financial Services in the UK, which focused his interest in the Banking industry. In his spare time, he is a keen amateur football player and part-time cyclist.



Tim Peck
Chairman - OBMI

Tim is driven by the art of architecture. As Chairman of OBMI & leader of its Island Living Studio, he is instrumental in developing OBMI's approach to design. Tim continually reinforces the need for a rigorous analysis of the culture and environmental influences of a site set alongside the economic drivers for the project; the tripartite of truly sustainable design.

Tim is equally at ease providing design solutions to all OBMI's clients, whether he is envisioning a remote Caribbean island retreat, a mixed-use master plan in Africa or collaborating on the design for a Royal Palace in the Middle East.

As Chairman of OBMI, Tim prides himself on a tradition of empowering effective teamwork. He understands the critical importance of a vision backed by discipline and process, and champions leveraging the diverse skill-sets of all team members to ensure that OBMI's clients throughout the world can benefit from the passion and dedication synonymous with an OBMI designed project.



Todd RuffVP of Development, The Americas - Mandarin Oriental Hotel Group

Todd Ruff is Vice President of Development, The Americas, for the Mandarin Oriental Hotel Group. Prior to joining the Group, Todd was Senior Vice President of Acquisitions for Trinity Hotel Investors L.L.C., a private equity hotel real estate investment firm based in New York, NY. Prior to Trinity, Todd served as Deal Manager and hospitality specialist for Blackheath Financial, consulting for six of the top ten CMBS and CDO issuers in New York, NY. Prior to Blackheath, Todd worked for Hotel Consulting International, a hospitality advisory firm located in Miami, FL, where he prepared hotel valuation and feasibility studies.



William Watson

Director of Franchise Sales & Development, Southeast and Caribbean - IHG

Will is the Director of Franchise Sales & Development for the Southeast and Caribbean regions for IHG (InterContinental Hotels Group) PLC.

In his role, Will is responsible for implementing long-term franchise distribution strategy across all IHG midscale brands throughout his region.

Will has been with IHG for four 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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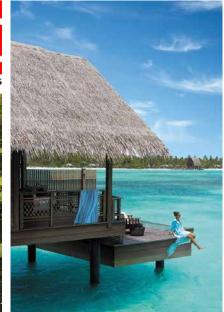






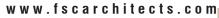














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Gary Brough

Head of Travel, Leisure & Tourism KPMG Islands Group +1 649 946 4613 gbrough@kpmg.tc



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Mobile: 770-403-3464
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