

## Pre-Conference: WEDNESDAY - NOVEMBER 13, 2019

7:00 P.M. – 9:00 P.M. - **Welcome Reception**

*Hosted at Secrets Wild Orchid by Host Sponsors JAMPRO and Apple Leisure Group*

*\*\*Attire is Island Chic\*\**

## Day 1 - THURSDAY - NOVEMBER 14, 2019

7:00 A.M. – **REGISTRATION**

7:30 A.M. - 8:30 A.M. - **Networking Breakfast**

8:30 A.M. TO 9:45 A.M. – **WELCOME, GLOBAL, CARIBBEAN, AND ECONOMIC OVERVIEW**

### **Welcome Comments**

**Honorable Andrew Michael Holness, ON, MP**, Prime Minister - Government of Jamaica

### **Global & Regional Hotel Performance**

**Carter Wilson**, Senior Vice President, Consulting and Analytics – STR

### **Overview of Caribbean Lodging Market**

**Parris Jordan**, Chairman – CHICOS

### **Caribbean Hotel Industry: Challenges and Opportunities 2019-2020**

**George Spence**, Principal – Leading Property Group

### **Economic Overview**

**Dr. Avery Shenfeld**, Managing Director and Chief Economist – CIBC Capital Markets

9:45 A.M. TO 10:40 A.M. – **GENERAL SESSION: Hospitality Leaders Outlook**: Panel of investors, owners, brand executives and operators discussing the major issues impacting the industry in the region today. The world is awash in investment capital and debt financing is available at attractive rates....even in the Caribbean. Is this finally the region's day in the sun to get deals done? Or are we already past the best before date in terms of new hotel inventory coming to the region? Where is the new supply going and why? What are the implications for the wider region? But demand continues to grow. What are the impressions of these panelists who are so close to the ground in all aspects of Operations, Investment and Development?

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

#### *Panelists:*

**Jose Carlos Azcarraga**, Chief Executive Officer – Grupo Posadas

**Laurent de Kousemaeker**, Chief Development Officer – Marriott International

**Fernando Mulet**, Senior Vice President – Playa Hotels & Resorts

**Alex Zozaya**, Executive Chairman – Apple Leisure Group

10:40 A.M. TO 11:05 A.M. – [Networking & Exhibitor Coffee Break](#)

11:05 A.M. TO 12:00 P.M. – [GENERAL SESSION: Active Financiers of Caribbean Hotel Investments](#): A session you really must not miss. These are complex times and we all need some direction and valuable advice to inform our decision making. Available hospitality assets in the US are few and far between or at least the yields are low in key, strategic locations. REVPAR growth and other key performance indicators have stalled. There appears to be an increasing appetite to invest in potentially higher yield locations but with higher yields comes higher risk. The Caribbean with its double-digit growth in many jurisdictions appears to satisfy this appetite for higher yields but what about the risk factors? Where are we in the economic cycle for example? Are we facing a downturn any time soon? If so, do we have a window of opportunity to finance our project? We need some answers to these difficult questions, don't we? Who better to ask than our expert panel of active financiers in the Caribbean. Join us for this intriguing session and be ready with your questions for what we expect to be a highly informative, lively, enjoyable and interactive meeting.

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

*Panelists:*

**Nicholas Hecker**, Senior Principal - Och Ziff Real Estate

**David Kosoy**, Principal – Sterling Global Financial Limited

**Andro Nodarse-Leon**, Founder and CEO – LionGrove Capital

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

12:00 P.M. -12:45 P.M. - [GENERAL SESSION: International Investors Interest in Placing Debt and Equity Part 2](#): The Caribbean continues to attract interest from international capital following very active hurricane seasons and other recent challenges. Despite the challenges, there has been a lot of capital to develop, acquire and renovate properties throughout the region. The Debt & Equity discussion is a 'must attend' panel at this year's CHICOS. Where are these investors coming from and who is providing the capital? Hear from the sources and end-users themselves.

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

*Panelists:*

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

**Ilan Marcoschamer**, Senior VP - Commercial Real Estate – Banco Sabadell Miami Branch

**Rebecca Cocchiola**, Vice President - Singerman Real Estate

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

**Herbert Hall**, Vice President – NCB Capital Markets

12.45 P.M -1.30 P.M - **GENERAL SESSION: Largescale Project Overview/ Anatomy of the Project:** Putting large-scale resort projects together in the Caribbean takes great planning and execution, a long-time horizon, and a lot of capital and patience. These planned community projects may include hotels, marinas, golf, and real estate sales and generally are developed over multiple real estate cycles. This panel will discuss various topics including land assemblage, dealing with the government and asking for government cooperation and concessions, capitalization and financing, legal and community structuring, selecting the right amenities and real estate product types, development and construction issues, and real estate sales and marketing challenges and strategy. The Panelists will draw upon lessons learned to provide valuable insight into the best strategies to adopt.

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

*Panelists:*

**Alex Cakir**, Vice President – Monarch Alternative Capital LP

**Prem Devadas**, President – Salamander Hotels and Resorts

**Patrick Freeman**, President – Cisneros Real Estate

**Rafael Torres**, Managing Partner – Luxe Capital Americas LLC

1:30 P.M. TO 2:45 P.M. – **NETWORKING LUNCH**

2:45 P.M. TO 3:40 P.M. – **BREAKOUT SESSION 1 A: Crisis Management: Planning Ahead and Staying in Front of Unforeseen Issues and/or Events.** In the world of tourism and hospitality, crisis is unfortunately no stranger. Whether man-made, acts of mother nature, or the result of socio-political decisions, a crisis can (dramatically) negatively impact travel to a destination. Consumers today make decisions on where to visit and spend their money – based on shared values, news media influences, word of mouth conversation and online reputation management. How destinations manage the crisis, however, can also glean positive results. Panel of experts will discuss how to prepare and more importantly how to react to crisis situations that may occur in the region.

*Moderator:* **Leora Lanz**, **ISHC**, Principal – LHL Communications

*Panelists:*

**Lou Alicea**, Senior Director, Development - Wyndham Hotel Group

**Kevin Dallas**, Chief Executive Officer – Bermuda Tourism Authority

**Gonzalo J. Gonzalez**, Managing Partner – bvk Miami

**Dr. John C. Niser**, Director, Int'l School of Hospitality & Tourism Mgmt – Fairleigh Dickinson University

**Michael Register**, Principal – Trust Hospitality

2:45 P.M. TO 3:40 P.M. **BREAKOUT SESSION 1 B: Hotel Design: Focused on Building to Satisfy Ever Changing Customer Demands and Weather Patterns:** Panelists will discuss current trends in hotel and resort design as well as building structures designed to withstand the strong hurricanes. Discussions on Caribbean hotel design, new in-demand features, construction methodologies, new insurance requirements, design requirements and PIP's by the flag – hard brands / soft brands, construction cost efficiencies / value engineering – traditional build versus modular, opportunities for upgrading / repositioning. Controlling insurance premiums through design and specification changes – real payback or not? Designing for hurricanes and earthquakes – selecting architects, engineers and construction companies who understand the islands and can deliver projects on time, to standard and on budget. Impact of hurricanes on the condominium / villa market in the islands.

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

*Panelists:*

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

**Chris Barbe**, SVP - DCK Worldwide

**Kyle James**, Investment Manager - Bermuda Business Development Agency

**Andres Osorio**, Lead Designer - OBMI

3:40 P.M. TO 4:10 P.M. - **Networking & Exhibitor Coffee Break**

**Country Presentations:**

Jamaica St, *James Ballroom II*

Saint Lucia, *St James Ballroom III*

4:10 P.M. TO 5:00 P.M. – **BREAKOUT SESSION 2 A: Increasing Investor Interest in the All-Inclusive Product in the Caribbean:** The Caribbean all-inclusive model continues to garner great interest from both investors and guests. As more and more US hotel companies are becoming a lot more aggressive targeting this product our group of experts will discuss reasons why.

*Moderator:* **Stephanie Ricca**, Editorial Director – Hotel News Now

*Panelists:*

**Ruben Becerra**, Vice President, Corporate Affairs and Business Development - Karisma Hotels

**Mauricio Elizondo**, Director of Development - Grupo Posadas

**Diane Edwards**, President - JAMPRO

**Fernando Fernandez**, Vice President of Development – Apple Leisure Group

**Tommaso Sandretto**, Chief Executive Officer – Sole Resorts

4:10 P.M. TO 5:00 P.M. – [BREAKOUT SESSION 2 B: Helping Market Participants Better Understand Important Aspects of Insurance](#). As the Caribbean continues to deal with major hurricanes year after year it is important for those investing in the region to better understand the complexities surrounding insurance policies and procedures. The panel, comprising professional advisers, representatives from the insurance industry and owners/developers with first-hand experience of catastrophic events will discuss the most pressing issues that need to be addressed, both pre and post event, to minimize the long-term impact of hurricane damage. Such issues will include the adequacy of the sum insured, deductible levels and their impact on premiums, averaging, business interruption insurance and how best to navigate negotiating settlements post event, with your insurance company and their loss adjuster.

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

*Panelists:*

**Alejandro Caicedo Benet**, Chief Development Officer – Puerto Rico Tourism Company

**Ahmer Naushad**, Executive Vice President – Acquisitions & Capital Markets - Gencom

**Raymond Campbell**, Partner – KPMG, Jamaica

**Don Kiel**, Partner, K&L Gates LLP

**David Beckley**, SVP, Client Advocate, Real Estate & Hospitality – Willis Towers Watson

5:00 – 6:00 pm – **Marriott Cocktail Hour**

7:00 P.M. TO 9:30 P.M. - **Off-Site COCKTAIL RECEPTION** – *Ziva Rose Hall hosted by Playa Hotels & Resorts*

*Transportation provided, departing at 6:30 pm*

## DAY 2 – FRIDAY - NOVEMBER 15, 2019

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

9:00 A.M. TO 10:00 A.M. – **GENERAL SESSION: THE 2019 LENDERS OUTLOOK:** In recent years, debt providers repeatedly assured appreciative CHICOS audiences of their unwavering commitment to lodging-related lending in the Caribbean. Our panelists, who represent a variety of institutions, will share their current outlook on the region, including debt demand by chain scale and operating model, shifts in the capital stack (and lenders' preferred position in it), and the latest indicative loan terms. The conversation will also focus on whether lending mandates and project criteria have been affected by this year's hurricane season and if recent downward adjustments in the U.S. Fed rate could benefit developers in the Caribbean.

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

*Panelists:*

**Isabel de Caires**, Director - CIBC FirstCaribbean

**Stephen Gould**, Senior Vice President, Head of Corporate Banking - Butterfield Bank

**Ray Klein**, Head, Investment Banking Division - Republic Bank

**Doyle Smith**, Senior Analyst, Capital Markets Unit, Jamaica – JMMB Group

**Stefan Wright**, Lead Investment Officer – IDB Invest

10:00 A.M. TO 11:00 A.M. – **GENERAL SESSION: Government Leaders Panel:** This distinguished panel will summarize proven policies and procedures that have been utilized to attract hotel/resort investment to their countries. The discussion will also include some new strategies that are being employed to help spur new hotel/resort investment.

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

*Panelists:*

**Honorable Edmund Bartlett, CD, MP**, Minister of Tourism – Government of Jamaica

**Honorable Joseph Boschulte**, Commissioner – US Virgin Islands

**Honorable Dominic Fedee**, Minister of Tourism – Government of Saint Lucia

**Honorable Dionisio D'Aguilar**, Minister of Tourism – Government of Bahamas

**Angela Musgrove**, SVP, Investor Services – Invest Turks and Caicos

11:00 – 11:20 A.M. - **Networking & Exhibitor Coffee Break**

11:20 A.M. TO 12:20 P.M. – [Luxury and Mixed-Use Panel](#): Mixed-use projects continue to attract interest in the region. Panelists will discuss the trends and show how hotel operators and lenders a lot more cautious with programming this time around.

*Moderator:* **Tim Peck**, Chairman - OBMI

*Panelist:*

**Camilo Bolanos**, Vice President of Development & Real Estate - Hyatt Hotels Corporation

**Pablo Maturana**, Director of Development, Latin America & Caribbean – Hilton

**Bojan Kumer**, Vice President, Caribbean and Latin America, Development - Marriott International

**Robin Chalker**, Director of Development, Americas – Six Senses

**Todd Ruff**, Vice President of Development - Mandarin Oriental Hotel Group

12:20 P.M. TO 12:40 P.M. - [Impact of Sargassum on the Caribbean](#): In consideration of the storms and hurricanes that have struck various nation islands in the Caribbean in recent years, as well as the ongoing negative impact of the sargassum that has plagued other parts of the region, the academic expertise of Dr. Lo Pinto has been added to this year's event. Our attendees not only need to understand root causes and effects, but also how to take action to retain the beauty and resources.

*Presenter:* **Dr. Richard Lo Pinto**, Professor of Biology – Fairleigh Dickinson University

12:40 P.M. – [CLOSING REMARKS and LUNCH](#)