

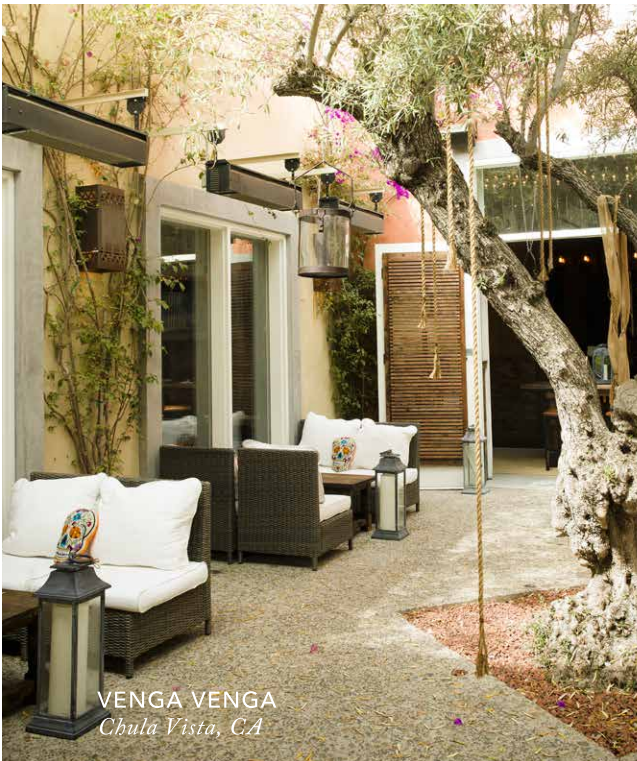
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FROM THE BLLA FOUNDER & CHAIR



Greetings BLLA Members, Advisory Board, Attendees, Speakers and Sponsors!

A very warm welcome to BLLA's 2nd annual Boutique Hotel Investment Conference held in the fabulous and always exciting city of New York. We are eternally grateful to Dr. Robert J. Koenig and the New York Institute of Technology (NYIT), Global Center for Hospitality Management for their partnership in graciously hosting the Auditorium. In addition, we are grateful to Jonathan Falik from JF Capital Advisors for helping organize this year's conference.

You will notice that this conference is a very micro-targeted version of other hotel investment conferences. Everyone who is here, is here for a very specific reason. It is small enough that the networking is great and it is easy to meet almost everyone attending. The content is much more focused, targeted and easier to navigate which results in an even flow with point/counter-point discussions. Panels are full of great energy and different viewpoints and you won't find another event that has more great visuals to entertain you!

New York truly sets the tone for investment in boutique & lifestyle luxury hotels as there are many new and truly unique properties all over Manhattan. The big brands and others in the industry are certainly watching, learning and listening to boutique & lifestyle hotels and this conference brings it all together in one place with a succinct focus on independent, upscale hotels and small brands globally.

The world's well-heeled travelers are increasingly faced with more choices than ever. As our industry sector continues to expand rapidly with top tier hotels opening in many of the world's most popular business and leisure destinations, these travelers seek out more experiential travel that boutique hotels offer and thus the opportunity to attract them continues to grow.

Now in our 4th year of operation and with over 600 members, our mission to raise awareness of global properties in this very special niche category continues to gain steam as we attract new hotels, designers and supplier members and sponsors who generously support our efforts. And for that we are appreciative!

This association is only possible after spending a lifetime of heart and capital in hospitality, travel and tourism and recognizing the need to bring the industry together in an organized and relevant fashion. The facts are clear that working together as an alliance of like-minded professionals to compete against the big guys and to jointly and mutually tout the many benefits that independent properties and small brands offer intimate groups as well as business and leisure guests alike, is the right thing to do. We personally stake our livelihood on its success!

The supplier vendors that join BLLA and really take the time to engage with the association by joining a committee, attending conferences and participating in actively promoting their products and services, are those that reap the highest rewards.

If you are not yet a member, JOIN US! We will welcome you with open arms to the BLLA family!

In friendship and hospitality,

Fran

Frances Kiradjian
Founder and Chairwoman
The Boutique & Lifestyle Lodging Association (BLLA)
frances@blla.org
818-883-4363, ext. 4

AGENDA

JUNE 4th

MORNING SESSIONS

7:00 - 4:00	Conference Registration
7:30 - 8:30	Networking Breakfast
8:30 - 8:45	Welcome: Frances Kiradjian, BLLA Founder & Chair - Program Overview Welcome: Professor Alan Fairbairn, NYIT, Global Center for Hospitality Management
8:45 - 9:00	Jan Freitag, Senior Vice President, Smith Travel Research (STR)
9:00 - 9:15	Robert Mandelbaum, Director of Research Information Services, PKF Hospitality Research
9:15 - 9:45	Introduction by Ben Seidel, Founder & CEO, Real Hospitality Group Keynote Speaker: Horst Schulze, Chairman & CEO, Capella Hotel Group
9:45 - 10:30	PANEL DISCUSSION: Boutique Hotel - Start to Finish Moderator: Bob Sonnenblick, Chairman, Sonnenblick Development Panelists: John Bralower, President, Carlton Hospitality Group Karrie Drinkhahn, Principal, The Getty's Group Mark Gordon, Managing Partner, Tribeca Associates Daniel Lesser, President & CEO, LW Hospitality Advisors Jason Pomeranc, CEO, The Pomeranc Group
10:30 - 10:45	Networking Break
10:45 - 11:30	PANEL DISCUSSION: Independent vs. Branded Moderator: Richard Millard, CEO, Trust Hospitality Panelists: Craig Greenberg, President, 21c Museum Hotels Paul James, Global Brand Manager, Starwood Hotels John Keeling, Executive Vice President, Valencia Group Michael Tall, President & COO, Charlestowne Hotels
11:30 - 12:15	PANEL DISCUSSION: Food, Drink and More Moderator: Bob Puccini, President & CEO, The Puccini Group Panelists: Tom Dillon, Co-Founder, APICII James Lin, SVP Restaurants & Bars, Kimpton Hotels & Restaurants Morgan Plant, VP Food & Beverage, KSL Resorts Richard Sandoval, Chef/Owner, Richard Sandoval Restaurants

AFTERNOON SESSIONS

12:15 - 1:00	Networking Lunch Sponsored by Richard Sandoval Restaurants
	
1:00 - 1:30	PANEL DISCUSSION: Bankers Moderators: Josh Fluhr, Chief Operating Officer, Morgans Hotel Group Shotgun Speakers Larry Kwan, Managing Director, Moelis & Company Oliver Striker, Executive Director, UBS Investment Bank
1:30 - 2:15	PANEL DISCUSSION: CEO's Moderator: Jonathan Falik, CEO, JF Capital Advisors Panelists: Michael Achenbaum, Founder & President, Gansevoort Hotel Group Benjamin 'Patrick' Denihan, CEO, Denihan Investments Tom Gottlieb, Managing General Partner, Geolo Capital Ed Scheetz, CEO, Chelsea Hotels Brad Wilson, President, Ace Hotel Group



AGENDA

JUNE 4th



AFTERNOON SESSIONS

2:15 - 2:30

Networking Break

2:30 - 3:15

PANEL DISCUSSION: Debt Financing

Moderator: Paul Ruffino, Sr. Vice President, Kept Hotels & Resorts

Panelists:

Glyn Aeppel, President & CEO, Glencove Capital
 Richard Bosworth, Managing Director, Canyon Capital
 Ben Greazel, Managing Director, NGKF Partners
 Evan Hurd, Director, Robert-Douglas
 Lou Plasencia, Chairman & CEO, The Plasencia Group

3:15 - 3:45

Interview:

Christina Trauthwein, Editor, Hotel Business interviews:
 Ian Schragger, Founder & Chairman, Ian Schragger Company

3:45 - 4:30

PANEL DISCUSSION: Equity & Acquisitions

Moderator: Bruce Ford, SVP, Lodging Econometrics

Panelists:

Jon Bortz, CEO, Pebblebrook Hotel Trust
 Will Obeid, Co-Founder, President, Gemini Real Estate Advisors
 Michael Sonnabend, Managing Partner, PMZ Realty Capital
 Andrew Zabler, CEO, Sydell Group

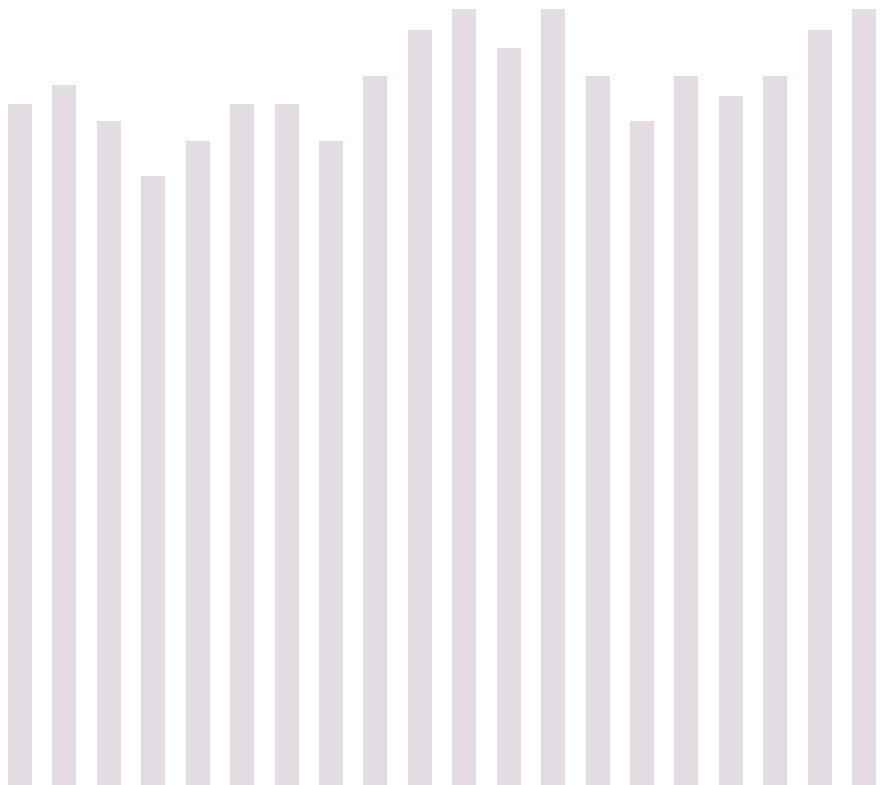
4:30 - 5:00

Interviews:

Introduction by Jim Coyle, Founder & President, Coyle Hospitality Group
 Veronica Stoddart, Editor in Chief, USA Today interviews:
 Eric Danziger, President & CEO, Hampshire Hotels & Resorts

5:00 - 7:00

Closing Reception



WELCOME FROM JF CAPITAL ADVISORS



JF CAPITAL ADVISORS
INVESTORS AND ADVISORS TO THE LODGING INDUSTRY

As a BLLA board member, it is my pleasure to welcome you to our 2nd Annual Boutique Hotel Investment Conference. Our mission is to raise awareness of Boutique & Lifestyle Properties, a special and fast growing segment of the hospitality industry.

New York City, as the financial capital of the world, sets the stage and standard for investment in Boutique & Lifestyle luxury hotels. The market vibrates with its visionary developers and truly unique properties. These creative developers focus on experience, design, attitude and sense of place. Beyond the experience and design, there is also a substantial focus on investment returns, deal capitalization, sources of equity debt, and financing structures.

BLLA is bringing together all of the players in our business. In its 4th year of operations, BLLA has over 600 members and is growing rapidly. If you are not yet a member, please join us.

Thank you for participating today and special thanks to our world class roster of speakers and panelists for their insights and for sharing their knowledge, experience, and ideas.

We are grateful to our hosts, the New York Institute of Technology, Hospitality School as well as Johanne Brierre and her team for helping organize the venue.

Jonathan Falik

BLLA Advisory Board Members Speak Out

“The BLLA is a terrific organization--they are the go-to source for valuable information for the Boutique and Lifestyle hotel owner/operator. They are also a collective, a brain-trust of consultants who help owners achieve their goals for a better, more exciting and relevant hotel product. I have had the pleasure of collaborating with several hotel owners in creating exciting, yet functional, designs--the end result: a more satisfied guest. I am just one of the expert consultants available to owners that are Members of the BLLA.”

Becka Chester, Principal
HOSPITALITY DESIGN SPECIALIST, LLC

“The best philosophy in running a hotel cannot be approached simply from a financial or business point of view. What differentiates fantastic hotels is the EXPERIENCE – a term that includes everything a guest can perceive with his or her senses from the moment they enter a hotel – the design, the service, background music and even smell, all add up to memories that can make satisfied guests the most efficient marketing tools. A great experience is good for business and BLLA does a great job at covering this in their annual leadership symposium.”

Ronit Copeland, Managing Director
Copeland Ltd.

“Spa and Wellness continues to be a leading discussion in the upscale end of the hospitality marketplace. The lifestyle of today’s guest including Millennials, Gen Xers and Baby Boomers, is changing and hotels need to adapt. Wellness is not a trend or fad, it’s a lifestyle. PKF, a BLLA member, recently released their spa report which stated that spa revenues are up 5% for the past two years compared to 2.5% growth in F&B. By adding a new committee focused on Spa & Wellness, BLLA is taking steps to ensure that its members are informed, educated and networked with the right suppliers to help them achieve their goals in this area.”

Glenn Colorassi, President
Colorossi Spa & Health Club Consulting & Management

“BLLA does a tremendous job of bringing together boutique and lifestyle properties and appropriate suppliers,” says Joe Hyman, Founder & CEO of Vizergy Digital Travel Marketing. “It’s been exciting to see BLLA’s network grow, and more companies benefit as a result. Vizergy has had the opportunity to reinvent several boutique properties’ online marketing and increase their revenue. And we’re just one of many suppliers that help BLLA member properties in so many ways.”

Joe Hyman, CEO
Vizergy

INDUSTRY INSIGHT

BLLA
EXCLUSIVE REPORT

**2014 Industry Pulse: 10
Leading CEOs and Presidents
share their greatest
opportunities and challenges
of the boutique & lifestyle
hotel sector**

BIGGEST OPPORTUNITIES

1. Colossal Expansion

From international expansion to domestic market development, growth is today's focus of the boutique/lifestyle hotel sector. While institutional investors continue to target more independent properties in their strategies, investment activity increases.

Many boutique brands are looking to actually double or triple their growth over the next year as the banking/lending industry continues to gain confidence and resilience with independent properties.

"The year 2014 will probably be the biggest and busiest global growth year in history for our company," says Millard of Trust Hospitality. Trusts' expansion plans are thriving with 9 hotels set to open this year including the opening of the first 5-star resort in the Honduras - Indura Beach & Golf Resort - to Hotel Zamora, the first brand new hotel in St. Petersburg Beach in 25 years.

With 60 hotels active in the U.S., growth proliferates the Kimpton Hotels brand with 16 new projects under development including one in the Cayman Islands. "I think that going international is on our radar - it's just not on our near-term radar," says Kimpton's Depatie. Also in the management and private equity business, Kimpton has raised 700 million dollars in foreign institutional funds with its fourth fund leaving 80 million dollars of equity to invest. "We think this is a good time to invest the money," says Depatie.

Boutique luxury brand SLS Hotels advances its domestic and international growth in Philadelphia, New York City, Seattle, a second hotel in Miami, and its most highly anticipated SLS Las Vegas Hotel opening Labor Day weekend. After successfully growing the brand across the U.S., SLS Shanghai is slated to open by 2015.

A profusion of new markets continue to evolve with Commune Hotels + Resorts. With its latest Joie de Vivre hotel, The Epiphany - opening its doors in Palo Alto in March, and four hotels under development on the East Coast, there are no signs of slowing down. Commune's Thompson Hotels brand enters into the popular vacation destinations of Miami Beach and Mexico with Thompson Miami Beach, Thompson Playa del Carmen and Thompson Los Cabos slated for 2015. When it comes to New York City, Commune's newest value-conscious brand, Tommie, has two hotels in development.

By: Jessica Blotter in collaboration with Frances Kiradjian,
Founder of BLLA

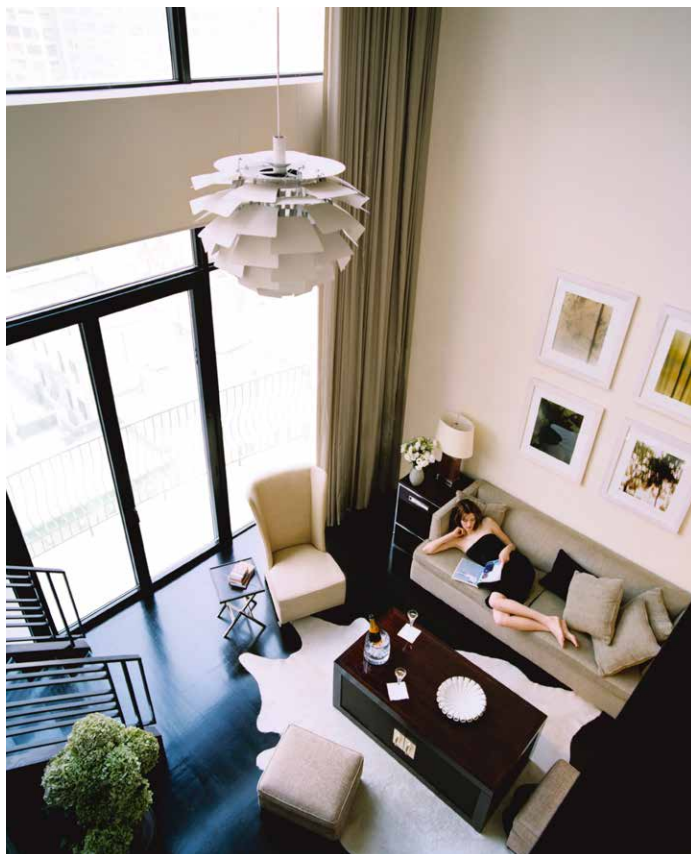
As the boutique hotel sector experiences unprecedented growth, the BLLA (Boutique Lifestyle Leadership Association) set out to uncover insights from ten leading CEOs and Presidents from some of today's greatest boutique and lifestyle properties. What emerged is the growing significance of community integration and meaningful guest and employee relationships - all of which have heightened importance in a complex, fast-paced digital world.

From the opportunities and challenges, we've identified top focuses and trends, thought-provoking perspectives and inspirations as we move the needle forward in 2014. Together they paint an intriguing snapshot of where the boutique hotel sector is going - and particularly what advancements may have an impact on you and your customers.

Interviews included: Raul Leal - CEO of Virgin Hotels, Richard Millard - CEO of Trust Hospitality, Jason Pomeranc - CEO of Sixty Hotels, Michael Levie - CEO of citizenM, Craig Greenberg -

President of 21c Museum Hotels, Michael Tall - President of Charlestowne Hotels, Michael Depatie - CEO & President of Kimpton Hotels, Brooke Barrett - CEO of Denihan Hospitality, Niki Leondakis - CEO of Commune Hotels, and Sam Bakhshandehpour - President of sbe/SLS.

Internationally stylish and affordable brand, citizenM Hotels who currently has properties in Amsterdam, Rotterdam, Glasgow and London, opened the doors to its first U.S. property in New York Times Square this April with plans for its Parisian launch in June.



Jason Pomeranc, CEO of SIXTY Hotels rebrands its four NYC & LA boutique hotel staples. The new SIXTY Hotels brand takes its inspiration from Pomeranc's debut property - 60 Thompson - a project that pioneered the boutique hotel sector in SoHo in 2001.

In Los Angeles, an exciting development enters construction on the Sunset Strip with family-owned Denihan Hospitality Group and its first L.A. hotel, the James Los Angeles. As the first new ground-up hotel in West Hollywood in three decades, its opening is highly anticipated amongst discerning Angelenos.

The Midwest lights up with billionaire entrepreneur Richard Branson's first Virgin Hotel scheduled to open this fall in Chicago. Virgin Hotels additionally plans its New York outpost and newly announced Nashville location scheduled for open in 2016.

More Midwest activity cultivates with 21c Museum Hotels and its three properties under development in Lexington, Oklahoma City and Kansas City. Meanwhile its historic rehabilitation of a unique building in downtown Durham, North Carolina, will open in 2015.

2. Community Integration:
Hyper-local experiences, creative neighborhood engagement, and meaningful integrations offer social value and create opportunity for today's boutique hotel brand.

"Hotels need to be cognizant of where they are," says Pomeranc of Sixty Hotels. It could be the block, the city or the neighborhood but the key is to engage. Pomeranc shares, "It's about doing community outreach, supporting local charities, and being sensitive to your neighbors and the local political landscape."

All Kimpton hotels are affiliated with local non-profit organizations - including those that benefit the arts, education, the environment and neighborhood beautification. Kimpton restaurants support food and hunger organizations. "We're about caring and you have to care for your community, and you've got to care about the customers and you've got to care for each other," states Depatie.

21c Museum Hotels expands the model of what a hotel can be for both travelers and the local community through its public spaces of rotating curated art exhibitions open to the public 24/7 - free of charge. "We collaborate with many artists and local art organizations to provide interesting art programming in our public spaces," says Greenberg of 21c. With all of its exhibitions curated with "living artists," 21c is making contemporary art and a cultural experience accessible to all.

3. Technology as a Differentiator:
Technology presents one of the greatest innovation opportunities for enhancing guest experiences and services. From mobile check-in, "self help" technologies, and responsive websites - the latest advancements are powerful change-makers in the digital landscape.

"We live in a time where people are very reliant to their devices - it's about allowing customers to be in control of the experience from their devices," says Raul Leal of Virgin Hotels.

Denihan Hospitality continues to develop its mobile websites and apps to allow guests to order room service or put in a wake up call - while lounging poolside or exploring the city. "Everyone wants instant access - nobody wants to wait," says Barrett of Denihan Hospitality. But it's never been more important to have the right balance. "You need to make sure there's still an opportunity for personalization - the smile you get from the hotel. That's something all hotels will need to get right going forward."

4. Getting Social:
Investment into social media and prolific blogs are one of the ways hotels are inspiring customers to talk about them and build business. Developments towards profitable social platforms present a myriad of new marketing opportunities for hoteliers.

One of the greatest opportunities is the chance for guest feedback. "Social media can help hotels get better because you're able to get guest feedback - you can identify trends

over time,” says Barrett of Denihan Hospitality.

Another bonus social media provides is the opportunity for hotels to react more quickly to guest experience and have service recovery if needed. “You can do it quicker and more immediate than hearing about it a couple weeks later when it’s really hard to change,” says Barrett of Denihan Hospitality.

“We’re all seeing that nobody believes in advertising anymore – what they believe in is what their friends write about a hotel or guest reviews – that’s what they are going to believe and that’s why they are going to book,” explains Barrett.



5. Loyalty Programs:

Loyalty programs are becoming more deeply integrated into boutique hotel brands, offering customers a differentiated experience.

Sbe re-launches its loyalty program, The Code, with its focus on personalization and curated guest experiences. “It’s the first step to stay ahead of the curve and evolve with what the legacy loyalty programs were and what the future of loyalty programs will be,” states Sbe President, Sam Bakhshandehpour. “It’s very dynamic, it’s not a static marketing play, and the more active our customers become with Sbe, the more personalized and customized their experience will be with amazing offers.”

Commune also has plans to roll out its loyalty program – a “guest-centric program that generates delight and brand affinity, rather than simply encourage guests to bank points,” says Niki Leondakis, CEO of Commune. “We’re moving beyond loyalty 1.0 and designing a program that fosters emotional loyalty and a deeper relationship with the customer.”

Kimpton also has plans to launch a new version of its loyalty program called Kimpton Karma. “It’s a whole different way to look at loyalty where we randomly surprise and delight our most frequent customers,” says Depatie.

6. Empowered Employees:

Empowered employees presents a great opportunity for an inspired company culture but also as a means to guest satisfaction. Happy employees equal happy customers.

Named by FORTUNE as one of the best places to work for five consecutive years, Kimpton continues to keep employee engagement a top priority. “We empower our employees to do the right thing and they do the right thing,” says Depatie. “And how can you trust that they’re doing the right thing? Because we trust them, that’s how we work.”

Employees devote themselves to volunteerism and fundraising every year to work at or support their hotel’s selected nonprofit. At its core they have a strong belief that success and responsibility go hand in hand.

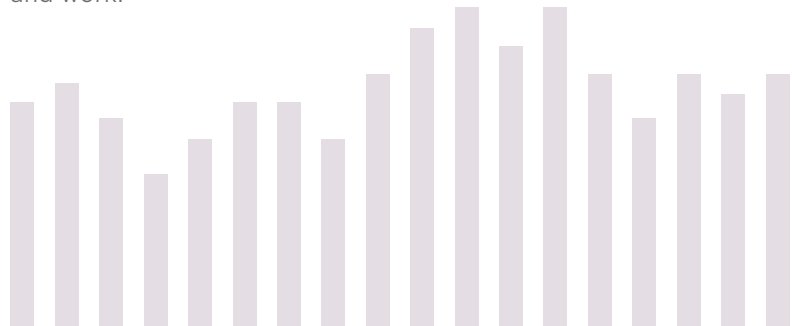
“If you give them the culture and environment where they can feel they’re doing something meaningful, they’ll show up in really cool ways,” states Depatie.

7. Memorable Guest Experience

Creating great guest experiences presents an amazing opportunity for boutique hotel brands to set themselves apart. “Great experiences are critical,” shares Barrett of Denihan Hospitality.

“People are looking more and more for experience in order to comply with what they feel contemporary travel should be,” says Michael Levie of citizenM.

Memorable experience through clever design is integral to Virgin Hotel’s strategy to cultivate experience. “We know there is strong competition – but we plan to shake things up and make it a little bit better for the consumer,” says Leal of Virgin Hotels. “The consumer is shifting. They want something more vibrant of their world of play and work.”



BIGGEST CHALLENGES



1. Escalating Distribution Costs:

One of the biggest challenges for any hotel is the continuing pressure on margins due to escalating distribution costs. With great transparency in pricing, you need to be able to “maximize your rate and yet control expenses to have profitability at the bottom line,” says Denihan CEO, Brooke Barrett.

“We all want more business to come through our website because that’s the most profitable – and that’s the way we can have direct connections and interactions with our guests,” says Barrett. While third-party sites are important for distribution, it’s the unfavorable affect on margins that hinders growth.

2. Perfect Partnerships

From restoring beautiful historic buildings, adaptive reuse, to new construction – there is no shortage of opportunity for boutique hoteliers. But, “without strong finance partners and the right urban dynamics, it’s very challenging to successfully develop a new hotel,” says Greenberg of 21c Museum Hotels.

And while Denihan Hospitality continues its fifty-year legacy, Barrett shares the importance of the right investment partnerships for steady growth. “We have the capital to grow – but we also know that we need to work with other financial partners if we’re going to leverage our capital.”

Transparency and honorable reputation remains key to attracting investment partners. “It’s important for us to have a solid reputation as good, honest operators and investments so that people will want to put their money with us,” says Barrett.

For third-party management group Charlestowne Hospitality, trust and honest forecasting is king. “We align our goals together because when you win, they win. That’s the only way it works,” says Michael Tall, President of Charlestowne Hotels.

3. Finding Top Talent

Attracting and retaining the best talent is a top priority and challenge for today’s leading hoteliers. For Trust Hospitality, “The most important project is to bring more young talented people into not just our organization – but also into the hotel

business,” says Millard.

And while there’s a lot of room for young people to get into the hotel business, Millard shares how it’s imperative to “upgrade the general perception” of the jobs within the hotel industry as worthwhile careers.

Commune’s Leondakis explains how it’s a challenge to hire the right talent to support continued growth. “In the past, there was a very systematic approach to the interview process, but it’s much more dynamic now,” says Leondakis. She shares how the power of social media now contributes greatly to how they’re analyzing job applicants.

4. Company Culture

A culture rooted in the shared values and practices of its employees is a great contributor to guest experience. But with progressive growth, culture can be challenged. “With rapid expansion, one the biggest risks is the risk to culture,” says sbe’s Bakhshandehpour. In efforts to promote a more adaptive culture, Sbe has a mobility program for its employees – allowing them to go from venue to venue, vertical to vertical.

5. Missed Opportunities

From missed international opportunities to failing to raise rates more aggressively, the industry faced its challenges.

“I wish I could have spent more time in China and the Middle East – there really is a true international opportunity,” shares sbe’s Bakhshandehpour. “There’s a rapidly growing economy starved for content and clamoring for lifestyle demographics.”

When it comes to raising rates, Kimpton’s Depatie explains how the industry as a whole could be more aggressive in raising rates. “Nobody really believes that the economy has recovered – when it’s actually recovered pretty substantially.”

Author Bio: Jessica Blotter is founder and publisher of Kind Traveler – a new digital platform that rewards travelers for giving back to top-rated charities. As a published writer, Blotter contributes to Fast Company, Hospitality Design, CBS Los Angeles, Examiner and the BLLA (Boutique Lifestyle Leadership Association) covering the topics of travel and social impact. Connect with her @TravelKindly



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SYMPOSIUM OBJECTIVE

To bring alive through participation and activities, the boutique & lifestyle hotel sector including properties, suppliers and distribution stakeholders who will convene in Las Vegas for the purpose of discussion on trends, opportunities, inspiration, networking activities, cultural diversity and emergence of hospitality - fashion - culinary - music & entertainment on an international scale.

This sector offers the most creative minds in the world an opportunity to fulfill their passion and expand their brands in an effort to more deeply connect with the consumer through design, service and other emotional factors. A brand in boutique/lifestyle can be one property or many.

ENERGIZED DISCUSSIONS ON THE FOLLOWING TOPICS

- The SLS Las Vegas Dream Team presents "The Fashioning of the SLS Las Vegas"
- Brand vs. Independent - Debate
- Bringing Chinese Brands to America & Vice Versa
- How to buy a boutique or lifestyle hotel
- Rich Media and the effects for your clients
- Deep Dive into Mobile, Technology and Other Transformative Innovations for Hotels
- Destination Marketing Strategies
- Management Contracts vs. Consultants
- Threats & Opportunities for Growth 2014 & 2015
- Lifestyle Hospitality
- New Travel Reference Authorities

SPEAKERS



SAM NAZARIAN
FOUNDER, CHAIRMAN & CEO
SBE ENTERTAINMENT GROUP/
SLS HOTELS



JOHN DEC. EVANS
PRESIDENT & CEO
TRILOGY GROUP OF
COMPANIES & OPUS HOTELS



EDIE BORNSTEIN
PRESIDENT
CRYSTAL CRUISES



MIKE LEVEN
PRESIDENT & COO
LAS VEGAS SANDS
CORPORATION



TIM DIXON
PRINCIPAL
THE IRON HORSE HOTEL/
DIXON DEVELOPMENT



IRINA ZAVINA
SVP BUSINESS DEVELOPMENT
GAANSEVORT HOTEL GROUP



RICHARD KESSLER
CHAIRMAN & CEO
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ALLIE HOPE
HEAD OF DEVELOPMENT
VIRGIN HOTELS



NIKI LEONDAKIS
CEO
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They will come from all over the globe and come with their perspective, their ideas, their knowledge, their expertise, their dreams and their aspirations as it relates to their part of the world. Our United Nations-like conference attendees will not soon forget these few days in Southern California as education is imparted and learned, networks are widened, friendships and partnerships are crafted and passions are enlightened to drive new successes for the future women of this industry.

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ENERGIZED DISCUSSIONS ON THE FOLLOWING TOPICS

- Education/Academia
- Wellness
- The Changing Landscape of Communications
- Women and Finance
- Women in Technology
- Women Leaders in the Boardroom

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You are cordially invited

to participate as an official member of the world's only hospitality association dedicated solely to the global boutique & lifestyle hotel community.

WHY BLLA?

"BLLA has concise access to qualified experts as well as information and research specific to the lifestyle boutique hospitality segment."

"There are very few initiatives designed to level the playing field for this emerging segment and BLLA has proven to be a natural leader."

"Boutique and lifestyle hotels need to find their niche within the travel space. It starts with The Boutique & Lifestyle Lodging Association."

"BLLA provides connections to hotel owners and developers that actually turn into quality leads. At the BLLA conferences, real business materializes."

YOU WANT MORE FROM YOUR EFFORTS

BLLA is the **FIRST AND ONLY** hotel **ALLIANCE** to unite the world's collection of boutique and lifestyle properties and the suppliers that sustain them **TO MAXIMIZE** their competitive efforts in the **GLOBAL MARKETPLACE**.

YOU WANT TO BE ON THE PULSE

Our members fit the top notch BLLA criteria and include the most advanced hospitality suppliers of all kinds, hotel brands and independent boutique and lifestyle properties, travel agents, corporate travel offices, students and individuals. Basically, your six degrees of separation just turned to one!



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before *'boutique'* and *'lifestyle'* described hotels.



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SPEAKERS

SPEAKER	PANEL	TIME
Michael Achenbaum	CEO	1:30 PM
Glyn Aeppel	Debt Financing	2:30 PM
Jon Bortz	Equity & Acquisitions	3:45 PM
Richard Bosworth	Debt Financing	2:30 PM
John Bralower	Boutique Hotel	9:45 AM
Jim Coyle	Introduce Veronica Stoddart	4:30 PM
Eric Danziger	Interview	4:30 PM
Benjamin 'Patrick' Denihan	CEO	1:30 PM
Tom Dillon	F & B	11:30 AM
Karrie Drinkhahn	Boutique Hotel	9:45 AM
Jonathan Falik	CEO	1:30 PM
Josh Fluhr	Banker	1:00 PM
Bruce Ford	Equity & Acquisitions	3:45 PM
Jan D. Freitag	Keynote	9:00 AM
Mark Gordon	Boutique Hotel	9:45 AM
Tom Gottlieb	CEO	1:30 PM
Ben Greazal	Debt Financing	2:30 PM
Craig Greenberg	Independent vs. Branded	10:45 AM
Evan Hurd	Debt Financing	2:30 PM
Paul James	Independent vs. Branded	10:45 AM
John Keeling	Independent vs. Branded	10:45 AM
Larry Kwon	Banker	1:00 PM
Daniel Lesser	Boutique Hotel	9:45 AM



James Lin	F & B	11:30 AM
Robert Mandelbaum	Keynote	8:45 AM
Richard Millard	Independent vs. Branded	10:45 AM
Will Obeid	Equity & Acquisitions	3:45 PM
Morgan Plant	F & B	11:30 AM
Lou Plasencia	Debt Financing	2:30 PM
Jason Pomeranc	Boutique Hotel	9:45 AM
Bob Puccini	F & B	11:30 AM
Paul Ruffino	Debt Financing	2:30 PM
Richard Sandoval	F & B	11:30 AM
Ed Scheetz	CEO	1:30 PM
Ian Schragar	Interview	3:15 PM
Ben Seidel	Introduce Horst Schulze	9:15 AM
Horst Schulze	Keynote	9:15 AM
Michael H. Sonnabend	Equity & Acquisitions	3:45 PM
Bob Sonnenblick	Boutique Hotel	9:45 AM
Veronica Stoddart	Interviewer	4:30 PM
Oliver Striker	Banker	1:00 PM
Michael Tall	Independent vs. Branded	10:45 AM
Christina Trauthwein	Interviewer	3:15 PM
Brad Wilson	CEO	1:30 PM
Andrew Zobler	Equity & Acquisitions	3:45 PM

FINAL

Ahead of the curve

AMERICA'S **BOUTIQUE & LIFESTYLE LODGING ASSOCIATION (BLLA)** FOUNDER **FRANCES KIRADJIAN** REVEALS THE TOP INDUSTRY TRENDS EMERGING IN THE US AND GOING GLOBAL



TECHNOLOGY IS THE BIGGEST OPPORTUNITY FOR TODAY'S HOTELIERS TO EXPAND GUEST SERVICES"

1 BIG EXPANSION AND BANK BACKING

Small brands in the boutique/lifestyle sector are looking to actually double or triple their growth over the next year.

"The year 2014 will probably be the biggest and busiest global growth year in history for our company," says Trust Hospitality CEO Richard Millard.

There has been so much investment activity over the last nine to 12 months and it is great to see institutional investors targeting more independent properties in their strategies.

The industry has shown the banking/lending/investor sector that it can be successful and this is positively changing the financial industry's perception.

2 PERFECT PARTNERSHIPS

Last year, many boutique hoteliers were disappointed as business was slow.

However, 2014 will make up for the disappointment of 2013 and having the right partners (both management and financial) will be crucial to this growth.

Hoteliers should also align with companies that have a similar vision and the same core values as them — so choosing these partners is important.

They also need to closely manage growth expectations. Trust, honesty and transparency are the building blocks for success in boutique/lifestyle hospitality growth.

3 KEY FOCUSES IN 2014 AND BEYOND

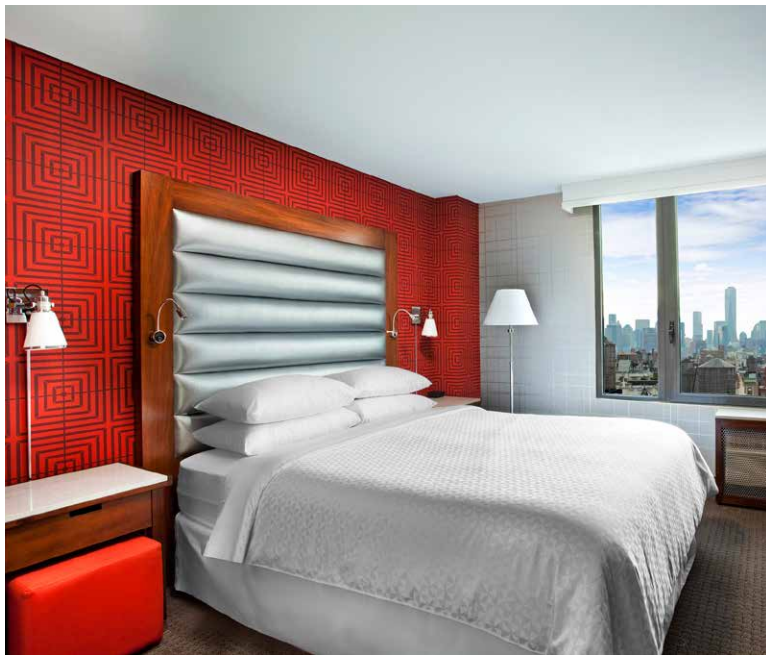
- Team-focused management principles are key for 2014. The company culture, created as a result of team practices, is the true key to success in hotel operations.
- Integration into the local community. The hotel brand must be cognisant of the neighbourhood — involve local charities, businesses such as restaurants, libraries and individuals like artists.
- There isn't much talk about sustainability as a number one trend in 2014, but it continues to play on hoteliers' minds.
- Top executives have touted that there are more opportunities than challenges ahead. Hoteliers need to focus on this.
- Disrupt the industry to make it better; shake up the competition and improve the product.


4 INNOVATIVE TECHNOLOGY


This will be a key differentiator for your hotel going forward. Things like virtual check-in and other "self-help" technologies will allow consumers to be in control of their own experience using their mobile phones. Technology is the biggest opportunity for today's hoteliers to expand guest services.


5 ONLINE MARKETING


Marketing efforts and dollars are being poured into online programmes and promotions. Managed properly, social media offers the prospect of reaching people globally. While this is a challenge for hoteliers who are in growth mode, overlooking it could decimate your relationship with followers. [\[11\]](#)



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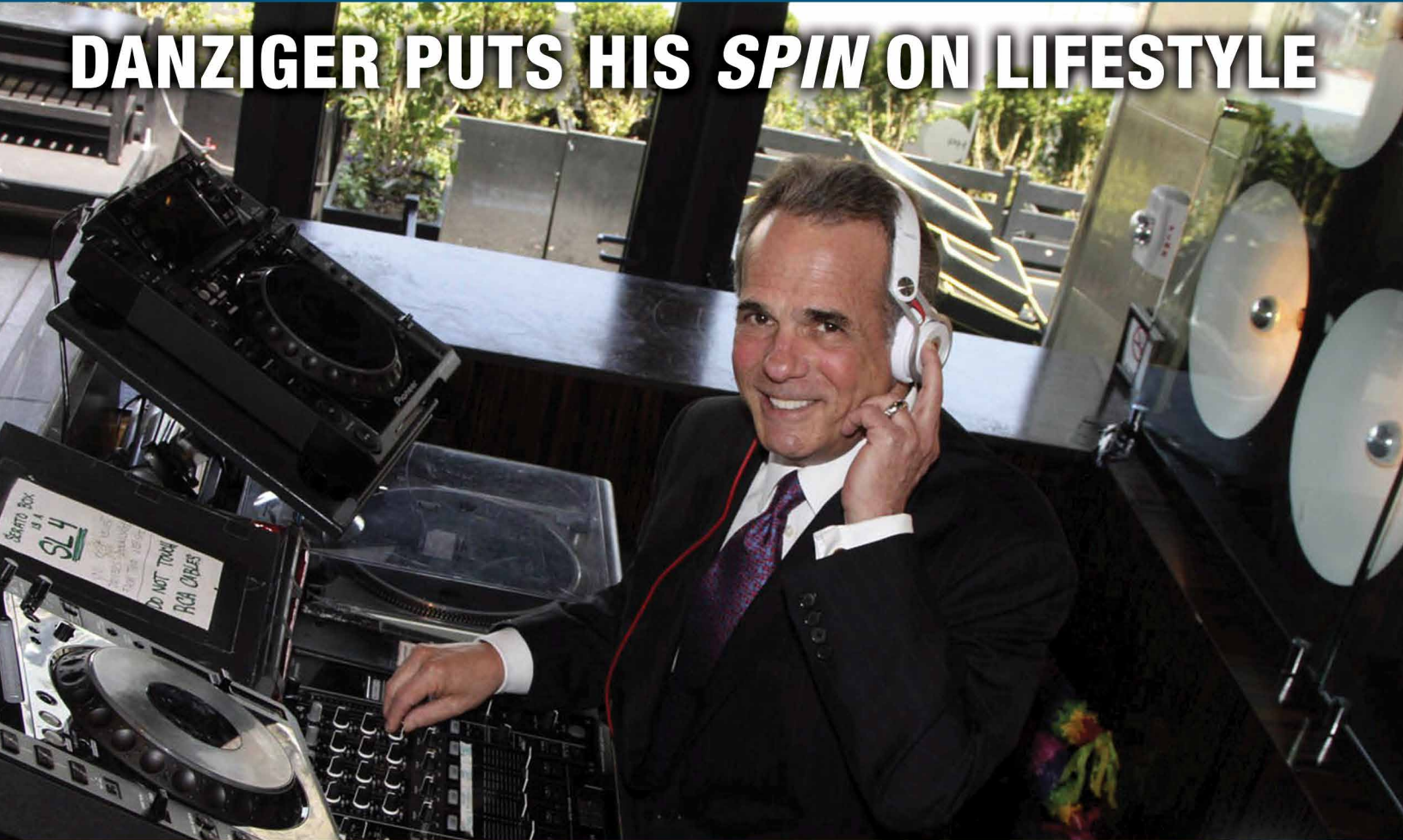
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DANZIGER PUTS HIS *SPIN* ON LIFESTYLE



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Eric A. Danziger, President & CEO
Hampshire Hotels Management LLC



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Michael Achenbaum
 Founder & President
 Gansevoort Hotel Group



Michael Achenbaum is the co-owner and partner of the Gansevoort Hotel Group (GHG), a subsidiary of WSA Management, Ltd. Raised on Long Island, Achenbaum attended the University of Michigan earning a degree in history, and went on to New York University to earn master's degrees in both law and business.

Prior to his real estate ventures, Achenbaum held positions at Bear Stearns and Nomura Securities where he originated commercial mortgage loans for securitization. Today, he lends business acumen, innovative thinking and an energetic vibrancy to the flourishing Gansevoort brand. In 2004, he led GHG in the revitalization of the once gritty Meatpacking District by opening the first five-star hotel in the neighborhood, Hotel Gansevoort. The hotel also pioneered the rooftop pool, a trend that has just recently emerged among other hotel properties.

Next, the anticipated Gansevoort South Hotel, Spa and Residences opened in Spring 2008 as the most complete lifestyle resort on South Beach. A second Gansevoort hotel in New York, Gansevoort Park Avenue NYC, opened to much fanfare in 2010. With additional properties in the pipeline for locales such as Chicago, Toronto and beyond, the brand has only begun its expansion.

FPO



Jon E. Bortz
 Founder, Chairman & CEO
 Pebblebrook Hotel Trust

Mr. Bortz is founder, Chairman and Chief Executive Officer of Pebblebrook Hotel Trust, a leading multi-tenant, multi-operator real estate investment trust ("REIT"), which was formed and went public in late 2009. Prior to forming Pebblebrook Hotel Trust, Mr. Bortz was Chairman and CEO of LaSalle Hotel Properties, which he founded in early 1998. Previously, Mr. Bortz was Chairman and CEO of LaSalle Hotel Advisors, Inc., a division of Jones Lang LaSalle and founded LaSalle's Hotel Group in 1993, overseeing all of LaSalle's hotel investment and development activities. From January 1995, as Managing Director of LaSalle's Investment Advisory division, Mr. Bortz was responsible for certain East Coast development projects, including the redevelopment of the historic Grand Central Terminal in New York City. From January 1990 to January 1995, he had responsibility for LaSalle's Investment division's East Coast development projects and workouts. Mr. Bortz holds a B.S. in Economics from The Wharton School of the University of Pennsylvania. Mr. Bortz is also co-author of The Dow Jones-Irwin Guide to Real Estate Investing, revised second edition, 1982.

Mr. Bortz currently serves on the Board of Trustees of Federal Realty Investment Trust and on NAREIT's Board of Governors.



GLYN F. AEPFEL
 FOUNDER, PRESIDENT AND CEO
 Glencove Capital



Glencove Capital is a hotel investment and advisory company with an emphasis on the lifestyle segment. Since its founding four years ago, Glencove Capital has invested in lifestyle hotels and restaurants. Glencove Capital is also launching a lifestyle hospitality investment platform with high net worth investors.

Aepfel has over 30 years of global experience in developing and building hotel brands, raising capital, asset management and investing in hotel companies and assets for major companies including Marriott, Interstate Hotels, Le Meridien, Fairmont Hotels and Resorts, and Loews Hotels. Most recently she served as Chief Investment Officer for Andre Balazs Properties.

Aepfel serves as a Board Member of Exclusive Resorts and AvalonBay Communities (NYSE:AVB) and serves on its Audit and Investment/Finance Committees. Aepfel was a former Board Member of Sunrise Senior Living (NYSE:SRZ - Audit and Chair, Compensation Committees) and the NYC Women's Forum.

She holds an MBA from Harvard Business School, and a BA Honors from Principia College. She was born in South Africa and has also lived in Europe and the United States.



Richard Bosworth
 Managing Director
 Canyon Capital Realty Advisors LLC



Mr. Bosworth is responsible for the origination and asset management of Canyon's debt and equity investments in hotel and casino properties.

Mr. Bosworth has over 29 years of experience in the real estate industry, with a focus on hospitality. Prior to joining Canyon, he was President (and founder) of NTH Advisory Group, LLC, a development and advisory company specializing in the casino, hotel, and restaurant industries and prior to, Mr. Bosworth was Managing Director of Llama Capital Mortgage Company, a real estate finance company wholly owned by Alice Walton. At Llama he was responsible for the origination and acquisition of commercial real estate debt and for overseeing the firm's investment banking activities with an emphasis on hospitality transactions. Before joining Llama, Mr. Bosworth was Vice President of Commercial Real Estate Lending and Hotel Investments at Ocwen Financial (NYSE:OCN), a financial services company and special servicer. At Ocwen, he was responsible for the Commercial Real Estate Lending Division and hotel special servicing.

Mr. Bosworth is the author of the baseball fantasy novel The Box Seat Dream which was New York WABC-TV's "Book of the Week".



John Bralower
PRESIDENT
Carlton Hospitality Group



During his career, Mr. Bralower has completed over \$20 billion of debt, equity, corporate finance, M & A, advisory, restructuring and loan sale transactions for many of the real estate and hospitality industry's leading companies. These have included properties and firms located in the United States, Europe, Asia and Latin America.

Positions prior to joining Carlton include president, shareholder and management committee member of Sonnenblick-Goldman Company and managing director and co-head of global real estate investment banking at Houlihan Lokey.

Major hospitality transactions include the acquisition of the Savoy Hotel Group, capitalization of Trump Soho, the sale of the Westin St. Francis hotel, the acquisition of a 5-Star European hotel portfolio, the entity level financing of the Westin Hotel Company

Mr. Bralower is/been an advisory board member of the Lincoln Center Corporate Fund Realty and Construction Council, Tisch Center for Hospitality, Tourism, and Sports Management at New York University, full member of the Urban Land Institute and a Fellow of the Royal Institute of Chartered Surveyors. Mr. Bralower serves as chairman of the Village of Oyster Bay Cove Planning Board and is a founder and vice chairman of the North Shore Land Alliance. He is a graduate of the George Washington University and Fordham Law School and is a member of the New York State Bar.



Eric Danziger
President & CEO
Hampshire Hotels & Resorts



Danziger, who has more than 40 years of experience in the hotel business, began his career as a bellman at The Fairmont San Francisco. Following a meteoric rise in hotel operations, Danziger assumed his first executive role with Doubletree Hotels in 1984 and has since been instrumental in the growth of Wyndham International where he served as President, Starwood Hotels and Resorts as President and CEO, Carlson Hotels Worldwide as President and COO, Wyndham Hotel Group as President and CEO and in April of this year, New York-based Hampshire Hotels Management welcomed Danziger to lead the company into its next chapter of growth.

Danziger has been the recipient of numerous Industry awards and honors including the Northern California Ernst and Young Entrepreneur of the Year in real estate, hospitality and construction. In 2011, he was the UJA Federation Honoree and in 2012, he received the coveted Arthur Landstreet award from HSMIA. Danziger has been a member of the prestigious Industry Real Estate Financing Council and the Urban Land Institute and has also served as Chairman of the American Hotel & Lodging Strategic Planning Group. He has been active with major universities, being featured as a distinguished lecturer at Cornell, in addition to his role as visiting professor at Johnson and Wales University, where he holds an honorary doctorate.



Jim Coyle
Founder & President
Coyle Hospitality Group



Since graduating in 1987 from Cornell's School of Hotel Administration, Jim has held executive positions in finance, foodservice, and hotel operations with Prime Hospitality and Metromedia Hotels. He has extensive front and back-of-the-house experience, including the openings of New York City's Empire Hotel and West 63rd Street Steakhouse.

Based on the simple premise that hospitality quality measurement could be done better, Jim founded Coyle Hospitality in 1996. Since then, Jim and his team have developed quality and brand measurement programs for over 400 hospitality companies, and directed market research projects all over the world. With a research panel of close to 20,000 members, Coyle's footprint has expanded to every continent (except Antarctica). The profiles of Coyle's panel is as diverse as its clients—from fine dining restaurants in Beijing to lifestyle resorts in the Caribbean.

Jim remains hands-on in the development of measurement and market research programs for clients. The intense one-on-one collaboration with industry leaders in operations and guest experience management is what drives Coyle's design and innovation platforms.



Benjamin 'Patrick' Denihan
CEO
Denihan Investments



Denihan Investments is the real estate and investment arm of New York City-based Denihan, a family-owned and operated group of boutique hotels founded by his father in 1963. Denihan's portfolio includes 14 hotels operating in major U.S. markets.

Denihan orchestrates the overall mission, vision and growth strategies for Denihan, including development efforts through acquisition, joint ventures and management agreements, and leads the capital investment strategy and asset management for company-owned real estate. Denihan has led the company through several recapitalizations and the profitable conversion of numerous hotel assets.

Denihan serves on the advisory board of the Cornell University Center for Hospitality Research and is a former member of the board of directors of the Hotel Association of New York City, Inc. He currently serves as president of the board of the Benedictine School for Exceptional Children in Maryland, and is a current member and past president of the board of trustees for the Benedictine Foundation. Denihan was formerly an advisory board member of the Convent of the Sacred Heart School and a past board member of St. David's School, both in New York City. He also serves on the board of Bay Head Yacht Club in Bay Head, New Jersey.

Denihan attended Cardinal Farley Military Academy and in 2004 completed the Harvard Business School Owner/President Management Program.



Tom Dillon
Co-Founder
APICII



Tom has an unparalleled 25-year track record of developing, operating and growing diverse hospitality businesses globally. As an entrepreneur, Tom developed and scaled four chef-driven restaurants into a worldwide Latin portfolio of more than 35 locations in 15 cities and 4 countries, as Richard Sandoval Restaurants.

As President and COO of Patina Restaurant Group, a 65-outlet bicoastal collection of fine-dining and polished-casual restaurants, Tom grew the portfolio with new concepts to great media acclaim, overwhelming client satisfaction and financial results. Additionally, he developed the fiduciary and operational processes to grow revenue of existing, often iconic, operations at a four-time multiple to the industry while concurrently increasing profitability at an unprecedented pace.

Currently serving as board member of Pret à Manger, Tom was also President & CEO of Pret USA and Pret Hong Kong, where he expanded the UK success to the fast-casual brand well-known today. Tom also serves on the Advisory Board of Overture Investments. Tom has worked and lived throughout North America, South America, Asia and Europe. In addition to creating a number of unique F&B concepts and growing global restaurant companies, Tom has also developed projects for Four Seasons, Ritz Carlton, Fairmont, Starwood Luxury Collection and Intercontinental Hotels.



Jonathan Falik
CEO
JF Capital Advisors



JF Capital Advisors is a strategic and capital structure advisory firm focused on the hospitality industry. Previously, Jonathan was a Senior Managing Director and Head of Hospitality Capital Markets at BGC Partners. Simultaneously, he was the Head of Investment Sales at Newmark Grubb Knight Frank. Prior to that, Jonathan was a Managing Director and Head of the Hospitality Investment Banking group at Cantor Fitzgerald. Jonathan was the CEO of Eagle Hospitality, a private hotel REIT, which was acquired by JF Capital and its partners in 2007.

As both an advisor and a principal, Jonathan has worked on numerous completed M&A and financing transactions involving well over 2,000 hotels and over \$25 billion of transaction value. He has extensive experience with acquisitions and dispositions of public and private companies, asset management restructurings, portfolio sales and single asset sales, equity and debt financing, high yield financing and mortgage financing. He has extensive hospitality experience as an agent, advisor, principal, owner, borrower, guarantor, franchisee, lender and asset manager.

Jonathan graduated from Rutgers College with a degree in economics and an MBA from Columbia Business School. Jonathan has lectured and presented at numerous hotel industry events. He is a founding member of the Columbia Business School Real Estate Circle and has been an adjunct professor of Real Estate Finance at NYU's Graduate Real Estate Institute.



Karrie Drinkhahn
PARTNER
The Getty's Group



A decade-long Gettys veteran, Karrie has built her career by seamlessly combining a fresh perspective with a comprehensive understanding of the design and architecture process from conception to completion.

As the head of our Business Development department, Karrie is a constant proponent of Gettys' global vision, consistently using her hospitality expertise to focus an extraordinarily refined eye on ROI at all times. Since opening the Gettys office in Miami, Karrie has developed an expansive knowledge of both the residential and hospitality marketplace in the Caribbean.

Having worked with some of hospitality's most respected brands, Karrie always seeks to expand her breadth of knowledge pertaining to the hospitality design industry.

Prior to joining Gettys, Karrie was employed by a high-end residential firm at which she worked on numerous international projects. During her tenure there, she designed, specified, and purchased for a number of overseas projects, including many private royal residences in Saudi Arabia.

Amongst Karrie's passions is her fondness for travel. She has traveled extensively, both in pursuit of personal and professional endeavors, which has undeniably shaped her all-inclusive viewpoint.

Karrie holds a Bachelor of Arts in Interior Design from Michigan State University and is a licensed Interior Designer with the State of Florida.



Josh Fluhr
CHIEF OPERATING OFFICER
Morgans Hotel Group



Mr. Fluhr is responsible for leading the company's operations, sales & revenue management, global growth strategy and service-driven culture.

Before being named COO in March 2014, Fluhr was MHG's Senior Vice President of Operations, primarily responsible for the operational oversight of MHG's opening pipeline including active projects in London, Doha, Nassau, Moscow and Las Vegas. He also had direct responsibility for corporate F&B, Culinary, Guest Services, Technology, Training and the renovation/repositioning of existing hotel F&B venues.

Previous to MHG, Fluhr was the Director of Operations at EDITION hotels. From 2007-2010, Fluhr was the VP of Operations at SBE Hotel Group in Los Angeles; prior to that, Fluhr held numerous leadership positions including Director of Operations for aloft Hotels, Director of Operations and Acting General Manager for the W Hotel's flagship location in New York City's Union Square, Director of Six Sigma for the W Hotel New York (Times Square) as well as the Director of Meeting Services for the Intramed Educational Group, a subsidiary of Young & Rubicam Advertising.

Fluhr graduated from Cornell University's School of Hotel Administration with a Bachelor of Science degree and obtained his Master of Business Administration from the Leonard N. Stern School of Business at New York University.



Bruce Ford
SENIOR VICE PRESIDENT
Lodging Econometrics



Bruce is a recognized expert in lodging market intelligence and development trends, with in-depth knowledge of global markets and brands. Since 1995 he has collaborated with most of LE's global client base and has helped them develop sales strategies and market penetration programs necessary for their success.

Bruce identifies new construction and product replacement opportunities for vendors looking to increase their product distribution in the lodging industry and improve their market share, and new construction and potential brand conversion opportunities for franchise companies looking to accelerate their brand growth.

Bruce is a featured speaker on global real estate trends at several industry conferences worldwide, including the Annual Lodging Conference in Phoenix, AZ, the International Hotel Investment Forum in Berlin, Germany, and the NYU Investment Conference in New York. In the past year alone he has appeared as an industry expert on six different development and real estate panels, in four different regions of the world. In addition, he has served on the Allied Member Executive Committee within the American Hotel & Lodging Association (AH&LA) and is a member of America's Lodging Investment Summit (ALIS) committee where he plays a role in the selection of the "Development Project of the Year" award singling out the most outstanding achievement in hotel construction and design in the country.



Mark Gordon
MANAGING PARTNER
Tribeca Associates



Mark Gordon is responsible for acquiring and developing a broad spectrum of New York-based hospitality, office and residential real estate assets as well as maintaining relationships with its capital partners.

Prior to joining Tribeca Associates, Mark was Managing Partner at Sonnenblick-Goldman and head of the firm's hotel group. In 2007, he was instrumental in structuring the sale of the company to Cushman & Wakefield, a global real estate services company. Mark then went on to become the head of the Hotel Group of the newly formed Cushman & Wakefield Sonnenblick Goldman. Responsible for structured financing, sales, equity capitalizations and a broad range of advisory services for the firm's lodging industry clients, Mark represented hotel owners on a national basis and completed approximately \$20 billion in transactions. He served as an advisor on many of New York's most notable hotel transactions including; the Essex House, the Paramount, the Delmonico, the Empire, the Dream, the Benjamin, Hudson, W Times Square, the Chatwal and the Surrey Hotels.

FPO



Jan Freitag
VICE PRESIDENT GLOBAL
DEVELOPMENT
Smith Travel Research (STR)



Mr. Jan Freitag is a Senior Vice President at STR, the recognized leader in lodging industry benchmarking services. During his 10+ year tenure at STR he has overseen a variety of projects, all charged with the accumulation and interpretation of global lodging data.

Mr. Freitag is a frequent public speaker and in 2013 delivered 38 presentations at, among others, the Hunter Investment Conference, ULI, and numerous brand, owner, and investor meetings.

In addition, he is a trusted source for industry insights, quoted in trade publications and the general news media such as The Wall Street Journal, New York Times, etc. He frequently shares his thoughts in a blog on HotelNewsNow.

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.

Mr. Freitag holds a Bachelor Degree, with distinction, from the School of Hotel Administration, Cornell University, where he lectures frequently, and received his Executive MBA, with honors, from Vanderbilt University. He is a member of the advisory board for STASH Rewards, the independent hotel loyalty program.

Mr. Freitag resides in Nashville, TN, and plays basketball every Saturday (on the road).

FPO



Tom Gottlieb
MANAGING GENERAL PARTNER
Geolo Capital



Thomas Gottlieb has been the Managing General Partner of Geolo Capital since it was founded in 2004. Over the past ten years, Geolo has provided in excess of \$500 million in capital to a diversified portfolio of consumer and hospitality companies in the US and in China. During that period, Geolo Capital has purchased, redeveloped and repositioned a number of hotel properties, including the 500 acre Carmel Valley Ranch, the pre-eminent resort serving leisure and group guests from San Francisco and the Silicon Valley. Geolo has also created Commune Hotels, one of the largest US based multi-brand hotel management companies, with flagship hotels in many key North American urban and resort centers.

Mr. Gottlieb has more than 35 years of senior management experience in banking, real estate development, the hospitality industry and in managing private equity investments in both the US and the Pacific Rim.

Today Mr. Gottlieb serves on the boards of Commune Hotels and Resorts, Western Athletic Clubs and Exclusive Resorts. He also is a trustee of the Nature Conservancy in Hawaii and Equal Access, a San Francisco based NGO that provides education and work related opportunities to young women growing up in a number of less developed countries.



Ben Greazel
MANAGING DIRECTOR
NGKF Partners



Mr. Ben W. Greazel joined Newmark Grubb Knight Frank (“NGKF”) in 2012, as Managing Director of its Real Estate Finance Group. NGKF is the worldwide real estate services platform of BGC Partners, Inc. (NASDAQ: BGCP). BGC Partners is a leading global provider of financial products and real estate services. Prior to joining BGC Real Estate Capital Partners, Mr. Greazel served as senior vice president of Grubb & Ellis Company, A commercial real estate services and investment company, formerly listed on the NYSE. Prior to joining Grubb & Ellis, Mr. Greazel was a Director at Cohen Financial, a nationally recognized mortgage banking firm. Prior to joining Cohen Financial, Ben served as a leasing broker with Equis Corporation in Chicago, Illinois.

Mr. Greazel is a member of the International Council of Shopping Centers (the “ICSC”) and the Illinois State Committee/Government Relations Committee Chairperson/GR Economic Subcommittee and serves as an Executive Board Member and Mentor for The Harold E. Eisenberg Foundation, one of the nation’s largest private organizations committed to gastrointestinal cancer research.

Mr. Greazel has a BA in Economics from the University of Iowa (Iowa City).



Craig Greenberg
PRESIDENT
21c Museum Hotels



Craig Greenberg oversees the management of all 21c properties and the development of 21c in new markets. Greenberg has spent his career executing development strategies that turn challenging urban real estate projects into realities. His involvement with 21c began with the flagship Louisville property, where he structured and sourced the financing.

Under Greenberg’s leadership, 21c Museum Hotels has opened new properties in Cincinnati, OH (November 2012) and Bentonville, AR (February 2013), and has four additional properties currently under construction or in development. In 2013, all three 21c properties were voted among the Top 100 Hotels in the World in the annual Condé Nast Traveler Readers’ Choice Awards, with 21c Cincinnati debuting as the #1 hotel in the U.S. 21c was also named to the Inc. 5000, Inc. magazine’s annual ranking of America’s fastest growing companies. The company ranked #6 on the Top 100 Travel and Hospitality list.

Prior to joining 21c, Greenberg was an attorney with Frost Brown Todd, where he managed an ancillary business dedicated to securing and deploying New Markets Tax Credits. Greenberg earned a Bachelor of Arts degree from the University of Michigan before attending Harvard Law School and graduating cum laude.



Evan Hurd
DIRECTOR
RobertDouglas



Mr. Hurd is a Director at Robert-Douglas, and brings over ten years of experience in hotel equity acquisitions and consulting. Prior to joining Robert-Douglas in 2013, Mr. Hurd’s experience includes three years at Cornerstone Real Estate Advisers, where he was involved in over \$750 million of hotel acquisitions on behalf of Cornerstone Hotel Income and Equity (“CHIEF”) Fund II and a number of other institutional clients, as well as four years as Director of Acquisitions at HEI Hotels & Resorts. Mr. Hurd also spent two years in San Francisco with HVS International, a leading hospitality consulting and appraisal firm. While at HVS, Mr. Hurd was involved in the valuation of over \$2 billion in hotel assets.

Mr. Hurd is a member of the national and New York City chapters of the Cornell Hotel Society. He currently resides in New York and enjoys jogging, basketball, fishing, reading and travel. Mr. Hurd earned his BS degree in Hospitality Management from Cornell University.



Paul James
GLOBAL BRAND LEADER
Starwood, The Luxury Collection
Hotels & Resorts



Appointed Global Brand Leader in 2008 for St. Regis and The Luxury Collection, and recently adding W Hotels to his purview, James is responsible for providing the overall strategic and creative direction for all three brands by leading the development of marketing, guest experience and communications programs and providing support for their strategic global development and portfolio growth.

James has been instrumental in creating a long-term strategy of meaningful growth both domestically and internationally for St. Regis and The Luxury Collection as they branch out in the world’s most enviable destinations. As the Global Brand Leader of W Hotels, he will also oversee the brand’s global growth strategy, which has W on track to reach 60 hotels by 2017. W Hotels have been announced for Milan, Shanghai, Beijing, Bogota, Abu Dhabi, Mumbai, Dubai, Jakarta, Panama, Muscat, and Sante Fe, Mexico and Retreats are planned for Verbier, Goa, and Mexico’s Riviera Maya.

Before his appointment as Global Brand Leader for Starwood’s luxury brands, James served as Starwood’s Regional Director of Sales & Marketing, NW Europe. In that role he was in charge of the sales and marketing teams for 35 hotels in nine countries across seven brands.



John Keeling
EXECUTIVE VICE PRESIDENT
Valencia Group

VALENCIA GROUP
TIMELESS HOSPITALITY™

John Keeling is responsible for sourcing and vetting both hotel acquisitions and hotel development projects. He brings 39 years of experience in hotel management, asset management, brokerage, appraisal and development consulting to Valencia.

Valencia Group specializes in the development, branding, repositioning and operation of upper upscale independent hotels. Differentiating Valencia from its competitors is its proven ability to create authentic and unique identities for each property. All Valencia hotels are on the Condé Nast Gold List of the 510 best hotels in the world.

Mr. Keeling is a noted lecturer, teacher, author and authority on hotel matters and is frequently sourced by respected industry trades, business journals and newspapers. Mr. Keeling was given a Lifetime Achievement Award by the Hotel & Lodging Association of Greater Houston and a Distinctive Service Award by the Austin Hotel & Lodging Association. He serves on the Real Estate & Development Advisory Council for The School of Hospitality Business at Michigan State University

He received his BA from UCLA and MBA in Hotel Management from Michigan State. Previous positions included Senior Vice President of PKF Consulting, Partner with Laventhol & Horwath and manager with Marriott. He is a CPA, MAI and holds the CRE designation.



Daniel Lesser
PRESIDENT & CEO
LW Hospitality Advisors LLC

LWHA
LW HOSPITALITY ADVISORS

Daniel Lesser brings more than 30 years of expertise in a wide range of hospitality operational, investment counseling, valuation, advisory, and transactional services. He provides services to corporate & institutional as well as public agencies on all facets of hospitality real estate including: litigation support and expert testimony, site evaluation, highest and best use analysis, appraisals for mortgage, acquisition, and portfolio management, workout strategies, operational analysis, development consulting, property tax assessment appeal evaluations, economic impact studies, fairness opinions, deal structuring, and negotiation of management and franchise agreements.

Mr. Lesser is a leading international authority on hotel feasibility and valuation, and is highly sought after to speak at lodging and real estate events throughout the United States, as well as lectures at prestigious institutions of higher education, including Cornell University, Columbia University and New York University. He is widely published and quoted, and has served as a quarterly columnist for GlobeSt.com and HotelNewsNow.com.

He earned a Bachelor of Science degree in Hotel Administration from Cornell University, and also attended the Ecole hôtelière de Lausanne, Switzerland and Baruch College- City University of New York. Mr. Lesser holds the following professional designations: MAI (Member of the Appraisal Institute), FRICS (Fellow of The Royal Institution of Chartered Surveyors), CRE (Counselor of Real Estate), and CHA (Certified Hotel Administrator).



Larry Kwon
MANAGING DIRECTOR
Moelis & Company

MOELIS & COMPANY

Mr. Kwon has over 14 years of investment banking and advisory experience and is primarily focused on advising clients in the real estate, gaming, lodging and leisure industries on a wide variety of corporate finance matters including mergers and acquisitions, recapitalizations and restructurings, and debt and equity capital raisings.

Mr. Kwon has advised clients in both domestic U.S. transactions as well as numerous cross-border transactions involving parties in Asia, Canada, Mexico and the Middle East. Prior to joining Moelis & Company, Mr. Kwon was a member of the Recapitalization & Restructuring Group at Jefferies & Company where he served as Vice President in the Investment Banking Division. Previous to that, he was a member of the management consultant division at Accenture where he advised clients on supply chain & operations.

He has extensive expertise advising both companies and investors on a broad range of industries including commercial and residential real estate, lodging, gaming, financial services and general industrials across a variety of transactions including mergers & acquisitions, financial restructurings and capital raises

Mr. Kwon holds a B.A. in Economics and History from Tufts University.



James Lin
SENIOR VICE PRESIDENT,
RESTAURANTS & BARS
Kimpton Hotels & Restaurants

KIMPTON
hotels & restaurants

James currently serves as Senior Vice President, Restaurants and Bars for Kimpton Hotels and Restaurants where he is responsible for a portfolio of 65+ restaurants, bars and lounges in 27 markets and concept development for 15 pipeline projects in various stages of development.

Prior to assuming this role in January 2014, James was Senior Vice President, Treasurer, for Kimpton. Prior to re-joining Kimpton in October 2012, James served as COO/CFO of Ozumo Concepts International, a restaurant holding company that develops and operates restaurant venues under the Ozumo, Sonoma Wine Garden and u-sushi brand names. In addition, James served as Partner in AV Hospitality, a nightlife developer/operator with venues in Los Angeles, Waikiki, and Cabo San Lucas.

James has also served as Vice President of Asset Management, Director of Corporate Finance and Development and Area Director of Revenue Management with Kimpton. James currently serves as an Advisory Board member for Spice Kit, Inc., an Asian fast-casual concept based in San Francisco.



Robert Mandelbaum
 DIRECTOR OF RESEARCH
 INFORMATION SERVICES
 PKF Hospitality Research, LLC



Robert Mandelbaum is in charge of Research Information Services that produces the annual Trends® in the Hotel Industry statistical report, along with customized financial and operational analyses for client projects. On a quarterly basis, PKF-HR produces five-year forecasts of performance for six national chain-scales and 50 major U.S. cities using its proprietary Hotel Horizons® econometric forecasting model.

Mr. Mandelbaum began his hospitality industry career in 1983 with Holiday Inns, in the Memphis office of Pannell Kerr Forster, where he conducted market and financial feasibility studies and operational analyses for hotel, restaurant, club, and conference center clients. Prior to moving to Atlanta in November 1997, he also worked in PKF's San Francisco office.

Mr. Mandelbaum holds a Bachelor of Science degree from Cornell University. He is a member of the Hospitality Financial and Technology Professionals (HFTP) association. In addition, he serves on the American Hotel and Lodging Association's (AHLA) Financial Management Committee that is responsible for preparing the Uniform System of Accounts for the Lodging Industry (USALI). He is on the executive committee of the Cornell Hotel Society, the author of articles for industry trade publications, a guest lecturer at college and university hotel school programs, and a speaker at industry forums.



Will Obeid
 CO-FOUNDER, PRESIDENT & CEO
 Gemini Real Estate Advisors



Will has overseen all aspects of Gemini's activities since its inception in 2003, including the creation and launch of two hotel brands - The Gem and The Jade. Under Will's leadership and direction, Gemini has built a portfolio of over 4.3 million square feet and \$1 billion of value. Gemini currently owns and manages nine hotel properties, across New York City and Boston, with more in development.

Prior to Gemini, Will was the Director of Finance for Brookline Development. He has also worked at CitiGroup and the Blackstone Group earlier in his career. Will graduated with a Bachelor of Arts in Economics from the University of Michigan.



Richard Millard
 CEO
 Trust Hospitality



Richard Millard is the Chairman and CEO of Trust Hospitality. Richard was born in London and at the age of 17 emigrated to the United States. Shortly after arriving in New York he began his career in hospitality, first as a mail and information clerk on the night shift at the Hilton Hotel in Mid-Town. Over the years, Richard worked his way through the ranks of the industry, beginning as a bellman and car park attendant in a Key Biscayne hotel and elevating himself to the lead position of General Manager of a 1000+ room Hyatt.

In 1984, Richard began working at Trust Hospitality (then called "Tecton Hospitality"). Throughout the next decade, under Richard's leadership, Trust Hospitality successfully managed over 150 hotels as work-outs for the federal government and private banks. In 1995, Richard became the majority shareholder and President. In 2004, Richard launched the boutique division of Trust Hospitality and in 2008 formed Trust Hospitality International (formerly Desires Hotels International) in partnership with Michael Register. In 2010, Richard merged Trust Hospitality with Ocean Blue Hospitality.

Today, as Chairman and CEO, Millard focuses on strategic issues including financing the company's growth plan and developing further strategic partnerships. The company continues to concentrate on resort and urban projects throughout the world.



Morgan Plant
 VICE PRESIDENT FOOD &
 BEVERAGE
 KSL Resorts



Morgan Plant brings more than 20 years of experience in the restaurant and hotel industry to her role as Vice President for Food and Beverage at KSL. She has strategic and operational oversight of all KSL Resorts food and beverage operations, including all restaurants, lounges, catering and banquet facilities.

Morgan was previously Vice President for Food and Beverage for Commune Hotels and Resorts where she oversaw Joie de Vivre's 17 signature restaurants, as well as the development, construction, design, and concepts for all Joie de Vivre and Thompson Hotels culinary offerings. A trained and certified sommelier, she also oversees the beverage program at KSL.



Lou Plasencia
CHAIRMAN & CEO
The Plasencia Group



Lou Plasencia is primarily responsible for the firm's business development activities and for the oversight of all acquisitions, dispositions and consulting engagements handled by the firm. He began his active career in the hospitality industry with Hyatt Hotels Corporation where he worked in a variety of hotel settings. This included urban group and convention hotels, suburban airport properties and ground-up development and construction. After his departure from Hyatt, and following a number of years in investment sales at Grubb & Ellis Commercial Real Estate, Mr. Plasencia established The Plasencia Group in 1993.

Mr. Plasencia has been involved in a number of high profile hospitality assignments including one-off transactions such as the Marriott Wardman Park in Washington, D.C., the Four Seasons in Atlanta, Georgia, and Amelia Island Plantation in northeast Florida. He has also coordinated several major portfolio disposition engagements, including the sale of several hotels for MetLife Real Estate Investments, John Hancock Mutual Life Insurance Company and InterContinental Hotels & Resorts. Other transaction and consulting clients include AEW Capital Partners, Bank of America, Blackstone, The Prudential Insurance Company of America and numerous other institutional and private owners of hotel, resort and golf real estate assets.

He received a Master's degree from Indiana University in Bloomington, and a Bachelor's degree from Loyola University in New Orleans.



Bob Puccini
PRESIDENT & CEO
Puccini Group



With over forty years in the hospitality industry, Bob Puccini's love for restaurants, hotels and social spaces has helped Puccini Group become the niche market leader for hotel F&B outlets, in terms of concepts, design and operations. Companies such as Fairmont, Kimpton Hotels & Restaurants and Ritz-Carlton come to Bob because they know he understands the business from every perspective. Having been responsible for designing and remodeling over 1,000 restaurants worldwide, and with an unsurpassed ability to survey a market, he appreciates a client's goals and translates his perceptions into winning concepts, earning Bob a stellar reputation and many longtime clients. Before founding Puccini Group in 1996, he served as Partner and Senior VP for Kimpton Hotels & Restaurants for ten years during their expansion from 4 to 35 restaurants throughout the United States. Today, Kimpton remains one of Puccini Group's closest clients.

As a globally-thinking professional, Bob currently belongs to both the International Society of Hospitality Consultants and the Foodservice Consultant's Society International. In 2002, he was named the Anti-Defamation League's Food and Wine Industry Person of the year and won the prestigious Platinum Circle award from Hospitality Design in 2006. Bob has also served on the Board of Directors of the California Restaurant Association and the Board of Advisors at University of San Francisco's Hospitality Management program. He holds a BA in Political Science and Economics from San Diego State University and spent 1969 in Brazil with the Peace Corps.



Jason Pomeranc
CEO
The Pomeranc Group



Since the opening of his first hotel, 60 Thompson, along with his brothers Michael and Lawrence Pomeranc in 2001, Jason Pomeranc has applied his unique vision and innate, cultural sensibility to the development of provocative and cutting edge experiences within the global landscape of lifestyle hotels. Through his selection of world-class collaborators, Jason has established himself as the creative force behind multiple burgeoning brands, and a formidable source of innovation in the industry.

Over the past decade, Thompson Hotels expanded to twelve hotels nationally and internationally, and ultimately merged in October of 2011 with Joie de Vivre hospitality. With this unique merger, Jason co-created Commune Hotels & Resorts and served as co-chairman, developing and acting as creative director of all of the companies' new projects. In August of 2013, Jason sold his interests in the Thompson brand and Commune Hotels, reclaiming the original properties within the Thompson collection.

Honoring an insatiable commitment to authenticity and innovation, Jason, along with his original partners Stephen Brandman, and brothers, launched his new company, SIXTY Hotels, this year. SIXTY Hotels is currently comprised of SIXTY SoHo, SIXTY LES, 6 Columbus, a SIXTY Hotel, SIXTY Beverly Hills and, most recently announced, The Nautilus South Beach, A SIXTY Hotel in Miami Beach, with more properties to come.



Paul Ruffino
SENIOR VICE PRESIDENT
Kept Hotels & Resorts



Paul Ruffino is an American hospitality/entertainment/business executive, best known for his deft counsel to some of the world's most noted professionals in their respective fields.

In 2007, the Irvine Company urged his assistance in the development, sales & marketing of the Resort at Pelican Hill. His golden touch helped the Resort in its challenge to market the highest average daily rate, by any resort property in the world.

The high public profile of Ruffino often makes various associations ask him for his guidance and mentorship. During his tenure at Pelican Hill he also served as the President of the Orange County Film Commission where he was instrumental in steering over \$1/2 billion to the county from the revenue of film and media revenue.

Paul Ruffino has been honored by University of Mexico, Citizen Recognition as Top 25 Foreign National Leaders, by ASTA as Top 25 Industry Leader Recognition and Hospitality Marketing Professional of the Year by IALHP. In 2013 Ruffino was awarded Hotelier of the Year by the BLLA.

Today Paul serves as the Sr. Vice President of Kept Hotels where he is lending his expertise to celebrity designer & developer Dodd Mitchell as he works to develop the Kept brand.



Richard Sandoval
CHEF/OWNER
Richard Sandoval Restaurants



Growing up in Mexico City, Richard Sandoval would join his grandmother in the kitchen and gather around her large table with family to enjoy lively Mexican feasts prepared from scratch. From his grandmother, he learned to respect fresh, authentic, ingredients and to create the vibrant flavors that turned family dinners into celebrated events. Meanwhile, his restaurateur father – owner of Madeiras in Acapulco and Villa Fiore in Mexico City – imparted lessons in service and restaurant management.

These early influences inspired Sandoval to enroll at the Culinary Institute of America. Upon graduation, he gained the attention of New Yorkers with his contemporary French restaurants, Savann and Savann Est. Soon, though, he returned to his first love – the food of his childhood and in 1997 opened Maya, his flagship modern Mexican restaurant in New York.

During the past 15 years Sandoval's career as a chef and restaurateur has evolved to include serving as a culinary consultant, television personality and chef/owner of Richard Sandoval Restaurants (RSR), a leading international restaurant group with more than 30 concepts around the world.

He has been awarded Mexico's National Toque d'Oro 2003, Bon Appétit Restaurateur of the Year 2006 and Cordon d'Or Restaurateur of the Year 2012. Most recently, Market Watch named him On Premise Player of the Year 2013.



Ian Schrager
FOUNDER & CHAIRMAN
Ian Schrager Company



Since the 70's, entrepreneur Ian Schrager, has achieved international recognition for concepts that have revolutionized the entertainment, residential and hospitality industries. His passionate commitment to the modern lifestyle has been expressed through a series of pioneering concepts: The hotel as home away from home, the hotel as theater, "cheap chic", "lobby socializing", the indoor/outdoor lobby, the urban resort, and the urban spa.

His keen instincts for the mood and feel of popular culture were honed during the 70's and 80's, when he and his late business partner, Steve Rubell, created the legendary Studio 54 and Palladium nightclubs. They soon turned their attention to the hotel business opening Morgans Hotel in 1984, introducing the concept of the "boutique hotel" to the world. In 2005, Schrager sold Morgans Hotel Group, a company he founded, to create Ian Schrager Company which owns, develops and manages hotels, residential and mixed use projects. Since then, he has transformed the fabled Gramercy Park Hotel in New York City and created two groundbreaking residential properties, 40 Bond and 50 Gramercy Park North. He is currently working on two new hotel brands.

Ian Schrager's groundbreaking concepts have changed the business and set industry standards that continue to be imitated throughout the world.



Ed Scheetz
CEO
Chelsea Hotels

CHELSEA HOTELS

Different kinds of more. Different kinds of less.

Mr. Scheetz, a graduate of Princeton University, has been one of the most prolific investors, owners, developers and operators of boutique hotels in the world. Scheetz pioneered the boutique hotel concept through his active role with Morgans Hotel Group from 1994 to 2006. As the CEO and largest shareholder at Morgans, Scheetz oversaw the acquisition and development of world famous properties including: Delano Hotel, Morgans, Royalton, and The Hard Rock Hotel in Las Vegas. In 2005, Scheetz led the successful IPO of Morgans Hotel Group.

Prior to Morgans Hotel Group Mr. Scheetz served as partner at Apollo Management where he went on to found NorthStar Capital Investment Corp. with David Hamamoto.

In the summer of 2008, Mr. Scheetz and partners completed the successful development of Ruschmeyer's in Montauk and the acquisition of the Ambassador East Hotel, now Public, in Chicago with Ian Schrager.

In August 2013, Mr. Scheetz, successful financier and hotel industry veteran, acquired the interests of his former partners in order to relaunch and grow the King & Grove Hotel Group. Mr. Scheetz will steer the creative vision for the King & Grove portfolio with a new approach to hospitality and community.

King & Grove is a lifestyle hotel group that currently encompasses Ruschmeyer's in Montauk, King & Grove New York, King & Grove Williamsburg, the upcoming restoration of Hotel Chelsea, and a future project on Lafayette Street. Most recently, King & Grove has announced a future Danny Meyer and Union Square Hospitality Group project at King & Grove New York, representing a new addition to King & Grove's expanding food and beverage initiatives, which includes The Elm at King & Grove Williamsburg.



Ben Seidel
FOUNDER & CHIEF
EXECUTIVE OFFICER
Real Hospitality Group



Ben Seidel has nearly 35 years in the hospitality industry serving the full, select, convention and resort segments. Founding Real Hospitality Group as recently as June of 2010 Seidel, has engaged the company in long term owner relationships that treat the portfolio ownership groups as partners. The company was founded on providing measurable results, and today the company manages 51 hotels with over 6,000 guest rooms and drives \$280 million dollars in revenues, mostly in the New York City market.

He is a founding member of the now accredited School of Hospitality and Tourism Management at the West Virginia University and has committed RHG as a Platinum Sponsor of the New York University's Preston Robert Tisch Center for Hospitality, Tourism, and Sports Management alumni program.



Horst Schulze
CHAIRMAN & CEO
Capella Hotel Group



Horst Schulze is a legend and leader in the service world. His vision has helped reshape concepts of customer service throughout the hospitality and service industries.

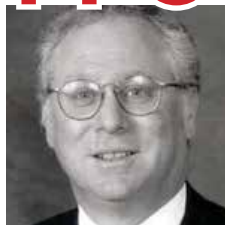
In 1991, Mr. Schulze was recognized as "corporate hotelier of the world" by HOTELS Magazine. In 1995, he was awarded the Ishikawa Medal for his personal contributions to the quality movement. In 1999, Johnson & Wales University gave him an honorary Doctor of Business Administration degree in Hospitality Management. Most recently, Mr. Schulze has been honored as a "Leader in Luxury" by Travel Agent Magazine and its sister publication Luxury Travel Advisor.

Mr. Schulze served as Vice Chairman of The Ritz-Carlton Hotel Company from 2001-2002. Under his leadership, the Group was awarded the Malcolm Baldrige National Quality Award in both 1992 and 1999 -- the first and only hotel company to win even one such award.

Upon joining Ritz-Carlton as a charter member in charge of Operations in 1983, Mr. Schulze created the operating and service standards that have become world famous. When he left Ritz-Carlton to form The Capella Hotel Group, Mr. Schulze was responsible for the \$2 billion Ritz-Carlton operations worldwide.

Mr. Schulze serves on the boards of Reliance Trust Company, Cancer Treatment Centers of America, The Travel Institute, Georgia Family Court, and the Florida Law System.

FPO



Mr. Robert Sonnenblick
PRINCIPAL
Sonnenblick Development, LLC



Robert Sonnenblick, is a graduate of the Wharton School of Finance of the University of Pennsylvania with more than 30 years of experience in various aspects of real estate development and real estate finance. From 1981 to 1991 Mr. Sonnenblick was the driving force and power behind Sonnenblick-Goldman Corporation of California and completed over \$1.5 Billion of commercial real estate transactions on the West Coast.

In 1991 Mr. Sonnenblick was appointed Director of Development for the New Jersey and L.A. MetroMalls, with the responsibility for oversight and direction of the design, financing, and leasing programs for two proposed \$250 million enclosed regional malls totalling 1.2 million square feet each. Mr. Sonnenblick personally oversaw more than 1 million square feet of leases in connection with this position as well as arranging the necessary debt and equity financing. The New Jersey project opened to one of the strongest starts in the history of the United States mall industry.

Mr. Sonnenblick is a frequent speaker and panelist at various real estate-related functions. He is a published author on subjects ranging from commercial architecture to general real estate market conditions.



Michael Sonnabend
MANAGING PARTNER
PMZ Realty Capital LLC - Hotel
Finance Group



Michael Sonnabend is the managing partner of PMZ Realty Capital LLC and founded the firm in 2009 with Peter Berk. He has been active in the Hospitality Financing Market for over 20 years. PMZ is the leading provider of financing to private owners of hotels in the United States. During the past 12 months, the firm has completed over \$800,000,000 of transactions including acquisition, permanent, recapitalizations and construction financing.

Since beginning his career in 1988, Michael Sonnabend has completed over \$10 billion in financing and sale transactions nationwide. PMZ has financed both full and limited service brands for every major hotel chain, including: Marriott, Hilton, Intercontinental Hotels Group, Starwood, Choice Hotels and Wyndham. In addition, he has arranged both debt and equity capital for independent and boutique properties.

He began his real estate career at MetLife. Mr. Sonnabend holds an MBA with a concentration in Real Estate and Finance from the University of Michigan and a BBA from George Washington University.



Veronica Stoddart
EDITOR & CHIEF, TRAVEL MEDIA
GROUP
USA Today



Veronica Stoddart oversees a staff of reporters, editors and freelance writers who produce travel content for the nation's largest newspaper, its travel website, and other digital products.

Previously she was the founding editor of Caribbean Travel & Life magazine, which she edited for 10 years. She has worked as a contract editor for the National Geographic Society, as travel editor of Americas magazine, and as stringer for Time-Life News Service in West Africa. She also was a faculty member of the SATW Institute for Travel Writing & Photography for five years. An avid traveler, she has visited nearly 100 countries, reporting from many of them.

A frequent speaker and panelist on travel trends, the travel industry, and media, she has addressed dozens of travel and publishing organizations. She has also appeared as on-air expert on "Best Beaches of the World," a 12-part series that aired on the Travel Channel.

Veronica has received some 30 awards, including the Marcia Vickery-Wallace Award for Excellence in Travel Journalism, 11 Lowell Thomas Awards from the Society of American Travel Writers and five awards from the North American Travel Journalists Association. She is a recipient of the 2014 Asia Pacific Journalism Fellowship awarded by the East-West Center.

She is a graduate of Wellesley College.



Oliver Striker
EXECUTIVE DIRECTOR
USB Investment Bank



Oliver Striker is an Executive Director at UBS Investment Bank in the Real Estate Finance Group based in New York. He has originated and structured \$8.0 billion of commercial real estate loan transactions across various tiers of the capital structure encompassing all asset classes.

Prior to UBS, Mr. Striker worked at Eurohypo AG, a German real estate investment banking boutique, and Nomura Securities International, a Japanese investment bank. He is a graduate of Cornell University, College of Arts and Sciences, and Columbia Business School.



Michael Tall
PRESIDENT & COO
Charlestowne Hotels



Michael Tall joined Charlestowne Hotels in 2004 to provide guidance in marketing, e-commerce, and revenue management initiatives.

Previously, Michael worked for RockResorts (a subsidiary of Vail Resorts) as a corporate analyst as well as the director of revenue for the former Ritz Carlton Rancho Mirage. He has also worked with companies such as The Savoy Group, Kiawah Island Resorts, and Xerox.

Michael has a Bachelor of Science degree in marketing from the University of North Carolina Wilmington and received his Master's Degree in Hotel Management from Cornell University's Hotel School. Michael is on the Board of Governors for the Charleston Visitor's Bureau, an Executive Committee Member of the East Carolina University College of Human Ecology Advancement Council, and is actively involved in the Cornell University Hotel School Alumni Association. He has been a speaker and panelist at various hotel industry conferences and has lectured at several universities. Michael was recently chosen by the Southeast Tourism Society to be included in the inaugural class of "Forty for the Future: Travel's Leading Talent". He is continually recognized for his forward thinking approach to revenue creation.



Christina Trauthwein
EDITOR
Hotel Business



Christina Trauthwein is the Editor of Hotel Business and Hotel Business Design magazines. Previously, she was Editor-in-Chief of professional publications in the architecture and interior design communities, both commercial and residential.

Christina's 20+ years of brand leadership—in both print and digital media—has been focused on strategizing, writing and editing features and stories about need-to-know industry topics, design trends, industry leaders and cutting-edge projects and products.



Brad Wilson
PRESIDENT
Ace Hotel Group



Brad Wilson joined Ace Hotels in 2011 as a partner and President to head up the expansion of the corporate functions and hotel operations. Brad's primary goal is to prepare the company for growth.

Prior to joining Ace Brad was Chief Operating Officer for Denihan Hospitality group where he oversaw the repositioning and growth of the firm into a national operating company. During his tenure Denihan grew from 6 hotels to 16 hotels under contract and Brad led the development of new properties including The Surrey in New York and The James New York and Miami. Brad joined Denihan when Denihan acquired The James hotel brand. Brad was a partner and CEO of The James Hotel Group where he led multiple development projects including The James Chicago, and The James New York and The James Miami.

Prior to The James, Brad was VP of Operations and on the founding team for W Hotels Worldwide, where he created the original operating standards and training for the brand, opened the first W Hotel and was involved in the growth of the brand through the first 20 hotel openings. Brad's earlier experience includes operational positions at companies such as Park Hyatt, Hilton International and Westin, as well as several luxury properties from the Hotel Nikko in Beverly Hills to the famed Plaza Hotel in New York.

**Andrew Zobler**

CEO

Sydell Group

SYDELL GROUP LTD.



Sydell is an owner, developer, and manager of lifestyle hotels. It is a company built on the idea of sharing, collaborating, and encouraging the creative process to create unique hotels deeply rooted in their location and architecture.

The company launched its first hotel collaborations in 2009 with the Ace New York and Ace Palm Springs. Sydell followed with the Saguaro Hotels in Palm Springs, California and Scottsdale, Arizona. The NoMad Hotel in New York came next followed by The Freehand in Miami and The Line Hotel in Los Angeles - a collaboration with Chef Roy Choi, designer Sean Knibb, nightlife team The Houston Brothers, and art and design collective Poketo. Under development is the 220 room Line Hotel in Washington DC, a joint project with Soho House in London, and a new Freehand property in Chicago with Broken Shaker the award winning cocktail bar launched with the first Freehand in Miami Beach.

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A non-profit independent, private institution of higher education, NYIT has 13,000 students attending its hub campuses on Long Island and Manhattan, online, and at its campuses in Abu Dhabi, UAE; Nan-

jing, China; and Vancouver, Canada. Other undergraduate majors in the School of Management include:

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- Diversified Student Population
- Faculty with Industry Experience
- Technology Focused
- Study of Abroad Opportunities
- Associations and Clubs
- Honor Societies
- Professional Affiliations
- Student Advisory Board
- Educational Events and Tours
- Community Service
- Student Ambassadors
- Scholarships
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- College Work-Study
- Dean's Interns
- Peer Mentoring
- Alumni Business Leaders-to Student Mentoring
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For more information contact Robert J. Koenig, Ed.D., Associate Dean
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