



The 21st International  
**Hotel Investment Forum 2018**

5-7 March 2018 | InterContinental | Berlin, Germany

*The meeting of global collaboration*



Reaching  
new heights

**Programme**

[www.ihif.com](http://www.ihif.com)  #IHIF2018

Organised by

**QUESTEX**  
**HOSPITALITY**  
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# The 21st International Hotel Investment Forum 2018

5-7 March 2018 | InterContinental | Berlin, Germany

*The meeting of global collaboration*



## THE ANNUAL INTERNATIONAL HOTEL INVESTMENT FORUM (IHIF) IS THE LEADING CONFERENCE AND EXHIBITION FOR THE GLOBAL HOTEL INDUSTRY

The three day event provides attendees with unrivalled networking opportunities and educational sessions.

The most senior people from the leading companies in the hotel industry attend IHIF which is the most important event in the industry's calendar and has become known as the place where deals are done.

### Who Attends?

Over 2,000 key-players from over 80 countries attend IHIF.

However, what sets IHIF apart is the seniority and decision-making power of this audience.

The event is attended by groups who are critical to our industry, including: over **250 owners and investors**, nearly every global **hotel chain CEO** and an influential group of **tourism ministers** and **government officials**. Of equal importance is the very wide cross-section of the industry that the audience represents, with all areas of the industry present.

Over 180 speakers take part in the educational programme, who are the most active, innovative and renowned experts in the fields of hospitality investment and related sectors.

You should attend IHIF if you have an interest in doing business with, or are any of the following:

- ✓ investors
- ✓ hotel owners
- ✓ developers
- ✓ lenders
- ✓ chain CEOs & executives
- ✓ financial institutions
- ✓ independent hotel reps
- ✓ real estate agents
- ✓ lawyers
- ✓ designers
- ✓ architects
- ✓ consultants
- ✓ tourism/govt officials
- ✓ software/IT solutions
- ✓ companies looking at hotel investment

### Why Attend?

You can do more business in just three days at IHIF than a whole year's worth of sales calls.

At IHIF you will:

- ✓ Network with Europe's largest gathering of hospitality investors with over \$300 billion USD of assets under management represented
- ✓ Watch TED Talk-style presentations from hospitality CEOs on the industry's most pressing and pertinent topics
- ✓ Create relationships and find a partner that will lead to your next big investment
- ✓ Learn best practices from hotel owners, developers, management companies, brands and lenders to make your next smart move
- ✓ Find out how the sharing economy and distribution landscape is impacting your bottom line
- ✓ Understand how cross-border investment affects your investment mentality
- ✓ Hear if macro-economic issues are a threat to your business and future ventures
- ✓ See why the right design and experience will determine new bookings and guest retention
- ✓ Discern if the lease or management contract is right for your property
- ✓ Learn about where the real innovation is taking place in the industry and the technology you'll need tomorrow
- ✓ Looking for a loan? Find out how the banks are viewing hospitality and the type of debt you should look for
- ✓ Understand how to asset manage your property for optimal return on investment

### SUPPORTERS



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Organised by  
**QUESTEX HOSPITALITY GROUP**



# Networking Events and Key Highlights



The main players, the main companies that are involved, they are all here. They all are well represented and those that are on panels, and those that are making speeches have the opportunity to share their knowledge with everyone.

**RUSSELL KETT**, CHAIRMAN, HVS LONDON OFFICE



## Lunches



### The IHIF lunches offer invaluable networking opportunities.

They not only offer first-class catering from our host hotel but are a great opportunity to develop new potential business partners and share time with important existing contacts. Lunch on Tuesday 6 March will be a networking buffet and on Wednesday 7 March will be a sit-down, three-course meal, with many tables being hosted by the IHIF Sponsors and Patrons.



## Evening Receptions



### WE'VE GOT SOMETHING TO CELEBRATE & YOU'RE INVITED

**MONDAY 5 MARCH 18:30 – 20:30**

**CARLSON REZIDOR HOTEL GROUP IS LOOKING FORWARD TO HOSTING THE IHIF 2018 WELCOME RECEPTION AT THE ICONIC RADISSON BLU HOTEL, BERLIN.**

The entire team is looking forward to celebrating a new milestone in its own history as it enters a new era under a new ownership and new leadership. All delegates of the 2018 International Hotel Investment Conference are invited for an evening which promises to be an extravagant do... Join the party!



### Gala Networking Reception

**TUESDAY 6 MARCH 18:30 – 20:30**

**HOSTED BY THE INTERCONTINENTAL BERLIN**

Our conference hosts never fail to surprise and spoil IHIF attendees and to deliver the utmost in true InterContinental-style hospitality each year.



**INTERCONTINENTAL**  
BERLIN





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### The Exhibition



**MONDAY 5, TUESDAY 6 MARCH AND WEDNESDAY 7 MARCH**

A buzzing and busy place, alive with networking, the IHIF exhibition is where the IHIF gets its reputation as the place where deals are done. IHIF sponsors are the leading companies in our industry, they use the IHIF exhibition hall to showcase a wide variety of products and services and as a place to meet the industry. The IHIF exhibition hall is one of the best networking opportunities you will find anywhere, and a place for you to meet the most senior representatives from the industry's leading providers, including:

- ✓ hotel chains
- ✓ advisors
- ✓ serviced apartments
- ✓ banks
- ✓ real estate agents
- ✓ investors
- ✓ consultants
- ✓ lawyers
- ✓ designers
- ✓ architects
- ✓ technology services
- ✓ financiers
- ✓ destinations



### Start Connecting



**Networking can begin before you even get to the conference and as soon as you register for IHIF.**

The unique IHIF online contact system is live from January, and allows registered attendees to:

- ▶ See who's coming to IHIF
- ▶ Search for delegates by their (and your) business interests
- ▶ View personalised recommendations of other attendees with matching interests
- ▶ Communicate with attendees and sponsoring companies securely
- ▶ Plan your itinerary from the sessions list and networking events
- ▶ Plan one-to-one meetings at the event
- ▶ Access your profile through the IHIF website or mobile device.



**IHIF CONTACT SYSTEM**



### Networking xPress

**MONDAY 5 MARCH 18:00 – 19:00**

**The quickest, most productive 60 minutes of networking you will do!**

Make more contacts in an hour than a year's worth of sales calls. Meet, exchange business cards and then move on to meet the next person. Find out in a minute whether they are a potential business partner, swap cards and then follow-up with them either during the event (if your schedule permits) or afterwards. It's a great way to start your three days at IHIF.

**Please remember to bring lots of business cards to IHIF!**



# Networking Events and Key Highlights



I love coming to IHIF because it gives me the opportunity to meet up with a lot of people, whether they are vendors, partners or associates that we need to work with.

DAVID KONG, PRESIDENT & CEO, BEST WESTERN HOTELS AND RESORTS



## Awards



### IHIF YOUNG LEADER AWARD 2018

IHIF is pleased to once again recognise our future industry leaders through the Young Leader Award, held in conjunction with the International Society of Hospitality Consultants (ISHC). The award will be presented to the winner at IHIF on Tuesday 6 March.

For further information please visit [www.ihif.com/youngleader](http://www.ihif.com/youngleader)



### HAMA Europe Asset Management Achievement Award

IHIF is pleased to announce the call for nominations for HAMA Europe Asset Management Achievement Award, now in its third year. The award will recognise the best hotel project in class which has led the way in terms of providing innovative solutions and maximizing the return on investment as well as growing the asset value on a particular asset over a time period of the last three years.

For further information please visit [www.ihif.com/hama-award](http://www.ihif.com/hama-award)



NEW TO IHIF

## Hotel Tech Hub



### IHIF Hotel Tech Hub

Technology is changing the face of hospitality – whether it is improving hotels' operations and guest experiences, or disrupting the industry.

A new session at IHIF, the Hotel Tech Hub provides a space where hotel owners, operators and their partners can gain the tools to understand the latest technology trends and how to use them to grow asset value, improve customer engagement and gain competitive advantage.

Through a mix of interactive discussions, masterclasses and demos, the Hotel Tech Hub @IHIF will help hospitality companies:

- ▶ Futureproof technology strategies by investing in the right solutions
- ▶ Assess the technology solutions or products that can help hotels' profitability
- ▶ Use technology tools to better engage with customers and improve loyalty and revenues
- ▶ Navigate the risks and uncertainty of new technologies and prevent threats such as cybersecurity
- ▶ Anticipate future trends and position themselves to lead through disruption
- ▶ Support a dynamic tech innovation ecosystem to move the industry forward

For further information contact

[tpearson@questex.com](mailto:tpearson@questex.com)  
+44 (0)1372 466579

# Schedule at-a-glance

## Monday 5 March

12:30 – 13:30	PRE-EVENT WORKSHOP: THE IHIF GUIDE TO HOTEL INVESTMENT
14:00 – 18:00	GENERAL SESSION: THE ECONOMICS OF HOTEL INVESTMENT
14:00 – 14:10	WELCOME REMARKS AND CONFERENCE OVERVIEW
14:10 – 14:40	THE ECONOMIC OUTLOOK
14:40 – 14:55	GLOBAL HOTEL PERFORMANCE
14:55 – 15:25	FOLLOW THE MONEY
15:25 – 15:40	LIFETIME ACHIEVEMENT AWARD
15:40 – 16:25	INVESTORS' INTENTIONS IN 2018 AND BEYOND
16:25 – 16:40	THE RISE OF THE ASSET MANAGER: HAMA AWARD
16:40 – 17:20	THE OWNERS' VIEW: INCREASING PROFITABILITY
17:20 – 17:50	KEYNOTE: ADAPTING TO CHANGE
17:50 – 18:00	CLOSING REMARKS
18:00 – 19:00	NETWORKING XPRESS
18:30 – 20:30	NETWORKING RECEPTION – HOSTED BY CARLSON REZIDOR HOTEL GROUP

## Tuesday 6 March

09:00 – 11:30	GENERAL SESSION: DEVELOPMENT & STRATEGY			
09:00 – 09:10	WELCOME REMARKS AND PRESENTATION TO EHL			
09:10 – 09:25	INTERVIEW: NEW PARTNERS, NEW DIRECTION			
09:25 – 10:15	SPOTLIGHT ON THE HOTTEST MARKETS: CEOS TALK DEVELOPMENT			
10:15 – 10:30	FOSTERING INNOVATION IN HOSPITALITY DEVELOPMENT & MANAGEMENT			
10:30 – 10:40	YOUNG LEADER AWARD			
10:40 – 11:30	GLOBAL CEOS PANEL: EVOLUTION OF THE BRANDS			
11:30 – 12:00	REFRESHMENTS IN EXHIBITION			
12:00 – 13:00 BREAKOUT SESSIONS	1. FINANCE INVESTMENT STRATEGIES: HOW TO MAKE YOUR CASE FOR A SOUND INVESTMENT	2. INVESTMENT RESORTS: UNDERSTANDING THE INVESTMENT OPPORTUNITIES	3. HOTEL ROI F&B: INCREASING REVENUES FROM RESTAURANTS AND BARS	4. ASSET MANAGEMENT ASSET VALUE ENHANCEMENT – HAMA
	5. REGIONAL OUTLOOK ASIAN INVESTMENT TRENDS	6. REGIONAL OUTLOOK MIDDLE EAST & AFRICA: MARKET & TRENDS	THE IHIF HOTEL TECH HUB DECODING HOTEL TECHNOLOGY TRENDS	
13:00 – 15:00	NETWORKING LUNCH			
15:00 – 16:00 BREAKOUT SESSIONS	7. FINANCE THE DEBT MARKET	8. STRATEGY DISTRIBUTION: HOTELIERS & OTAs – THE DEBATE CONTINUES	9. REGIONAL OUTLOOK GERMANY: WHERE ARE THE REMAINING OPPORTUNITIES?	10. HOTEL ROI WELLNESS: WHAT DOES IT MEAN FOR HOTELS?
	11. REGIONAL OUTLOOK SOUTHERN EUROPE & THE MEDITERRANEAN	12. OPERATIONS EVOLUTION OF THE FRANCHISE MODEL	THE IHIF HOTEL TECH HUB ALL ABOUT DATA: MANAGING DATA TO DELIVER BETTER SERVICES SAFELY AND COST-EFFECTIVELY	
16:00 – 16:30	REFRESHMENTS IN EXHIBITION			
16:30 – 17:30 BREAKOUT SESSIONS	13. DESIGN & ARCHITECTURE RENOVATING HOTELS TO DRIVE PROFITS	14. FINANCE HERE'S THE DEAL: A CLOSER LOOK AT INNOVATIVE DEAL STRUCTURES	15. HOTEL ROI COST MANAGEMENT	16. OPERATIONS MANAGEMENT CONTRACT CLINIC
	17. OPERATIONS SECURITY & CRISIS MANAGEMENT	18. OPERATIONS STATE-OF-THE-ART UNDERWRITING	THE IHIF HOTEL TECH HUB GETTING DIGITAL: ENGAGING WITH CUSTOMERS THROUGH AN EFFECTIVE DIGITAL STRATEGY & E-COMMERCE	
18:30 – 20:30	GALA NETWORKING RECEPTION – HOSTED BY THE INTERCONTINENTAL BERLIN			

## Wednesday 7 March

09:00 – 11:10	GENERAL SESSION: INNOVATION & NEW OPPORTUNITIES			
09:00 – 09:05	WELCOME REMARKS			
09:05 – 09:25	TECH INNOVATION KEYNOTE			
09:25 – 10:00	INVESTING IN TECHNOLOGY			
10:00 – 10:40	THE IDEAS FACTORY – SHARING THOUGHTS ON THE FUTURE OF HOSPITALITY			
10:40 – 11:10	KEYNOTE: REACHING NEW HEIGHTS			
11:10 – 11:20	REFRESHMENTS IN EXHIBITION			
11:20 – 12:20 BREAKOUT SESSIONS	19. ALTERNATIVE INVESTMENT SERVICED APARTMENTS: WHAT'S THE OPPORTUNITY?	20. OPERATIONS TALENT MANAGEMENT AND RECRUITMENT	THE IHIF HOTEL TECH HUB PROMOTING TECH INNOVATION IN HOSPITALITY: START-UP & INCUBATORS	
	FRANCE: IS THERE A MACRON EFFECT ON HOSPITALITY INVESTMENT?			
11:20 – 13:00 IN-THE-ROUNDS (DACH* FOCUSED)	PROJECT SCOUTING FOR RESORTS	WHY INDEPENDENT HOTELS OUTPERFORM CHAIN HOTELS...	ALTERNATIVE ASSET CLASSES	*DACH: GERMANY, AUSTRIA, SWITZERLAND
12:30 – 13:30 BREAKOUT SESSIONS	21. DEVELOPMENT PITCH YOUR BRAND			
12:30 – 13:30 IN-THE-ROUNDS	ITALY: UNIQUE OPPORTUNITIES OPENING IN ONE OF SOUTHERN EUROPE'S KEY MARKETS		GERMANY: DON'T BE AFRAID OF GERMAN LEASES, THEY ARE MORE FLEXIBLE THAN YOU THINK – HOSTED BY ZIA	
13:30	NETWORKING LUNCH			

PLEASE NOTE: THE PROGRAMME IS SUBJECT TO CHANGE

12:30 – 13:30

**PRE-EVENT WORKSHOP: THE IHIF GUIDE TO HOTEL INVESTMENT**



Start your participation to IHIF with an overview of the global hospitality market, its most strategic trends, and a who's who of the market's key players. Over an hour, this informative and interactive session will provide you with the key facts and questions to make the most of your attendance at the event, as well as a great starting point for your networking.

**LED BY IHIF EXPERTS, YOU WILL**

- Assess the market: Review the fundamentals of hotel investment and the major trends for now and in the coming years
- Know the companies to watch: Examine the major stakeholders' positions in the market and who's being most active
- Plan your IHIF visit: See how you can use the event's networking and conference opportunities to gather the knowledge you need for your business

**SESSION LEADERS**

**ALEXI H. KHAJAVI** *Managing Director Hospitality Group, Questex LLC*

**DAVID EISEN** *Editor-in-Chief, Questex Hospitality Group*

14:00 – 18:00

**GENERAL SESSION: THE ECONOMICS OF HOTEL INVESTMENT**

14:00 – 14:10



**WELCOME REMARKS AND CONFERENCE OVERVIEW**

**KERRY GUMAS** *President and Chief Executive Officer, Questex LLC*

14:10 – 14:40



**THE ECONOMIC OUTLOOK**

The state of the world's economy and prospects for 2018 and beyond:

- To what extent are geopolitical events affecting the world's economy?
- Hot spots and slow movers: examining the growth prospects of the world's economies (Europe, Americas, Asia, MEA)
- What key factors will most likely influence investment in the years to come?

**MEGAN GREENE** *Managing Director and Chief Economist, Manulife Asset Management*

14:40 – 14:55



**GLOBAL HOTEL PERFORMANCE**

An overview of key performance data in the hotel industry worldwide.

**ROBIN ROSSMAN** *Managing Director, STR*

14:55 – 15:25



**FOLLOW THE MONEY**

Analysts share their views on the hospitality investment landscape, latest transaction, deal structures in two brief presentations followed by a Q&A.

Speakers:

**CHRIS DAY** *Global Managing Director, Christie & Co*

**GEORGE NICHOLAS** *Global Head of Hotels, Savills*

15:25 – 15:40



**LIFETIME ACHIEVEMENT AWARD 2018**

**PRESENTED TO**

**ADRIAN ZECHA**

**FOLLOWED BY AN INTERVIEW**

15:40 – 16:25



**INVESTORS' INTENTIONS IN 2018 AND BEYOND**

Investors discuss the drivers for their strategies: where are they planning to invest, which asset classes are most attractive, what is the money for?

**KEITH LINDSAY** *Managing Director EMEA, CBRE Hotels*

**IN CONVERSATION WITH**

**ABHISHEK AGARWAL** *Managing Director Real Estate, Blackstone*

**COLEY J. BRENNAN** *Partner, Head of Europe, KSL Capital Partners*

**MARTIN J. BRÜHL** *CIO and Member of the Management Board, Union Investment*

16:25 – 16:40



**THE RISE OF THE ASSET MANAGER: HAMA AWARD**

The Hospitality Asset Managers' Association presents the 2018 HAMA Award, followed by an interview of the winner.

**PRESENTED BY**

**THEODOR KUBAK** *President, HAMA Europe Chapter; Senior Investment Manager, Union Investment*

**CHRISTIAN YOUNG** *VP, HAMA Europe; Principal, Cedar Capital Partners*

16:40 – 17:20



**THE OWNERS' VIEW: INCREASING PROFITABILITY**

Understanding the owner's drive for value growth and business models to increase returns. Hotel owners discuss:

- Aligning owners and operators: what do owners need from operators to increase profitability, and are brands really adding value through revenue premiums and operating efficiencies?
- Increasing operational efficiency, productivity and cost efficiencies: what are the key areas where efficiency can be increased and how?

**JONATHAN LANGSTON** *Managing Director, HotStats*

**IN CONVERSATION WITH**

**CODY BRADSHAW** *Managing Director and Head of European Hotels, Starwood Capital Group*

**ANDERS NISSEN** *CEO, Pandox*

**JOHN OZINGA** *CEO, AccorInvest*

THE FLAGS DISPLAYED SHOW THE COUNTRIES THAT ARE REPRESENTED BY THE SPEAKERS ON EACH OF THE SESSIONS

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## Monday 5 March

17:20 – 17:50 **KEYNOTE: ADAPTING TO CHANGE**  
A view from a company outside hotel investment.

17:50 – 18:00 **CLOSING REMARKS**

18:00 – 19:00 **NETWORKING XPRESS**

18:30 – 20:30 **NETWORKING RECEPTION – HOSTED BY CARLSON REZIDOR HOTEL GROUP**

## Tuesday 6 March

09:00 – 11:30 **GENERAL SESSION: DEVELOPMENT & STRATEGY**

09:00 – 09:10 **WELCOME REMARKS AND PRESENTATION TO EHL**  
 **KERRY GUMAS** *President and Chief Executive Officer, Questex LLC*

09:10 – 09:25 **INTERVIEW: NEW PARTNERS, NEW DIRECTION**  
  
 **RUSSELL KETT** *Chairman, HVS - London Office*  
**IN AN INTERVIEW WITH**  
**FEDERICO J GONZÁLEZ** *President & CEO, Carlson Rezidor*

09:25 – 10:15 **SPOTLIGHT ON THE HOTTEST MARKETS: CEOS TALK DEVELOPMENT**  
CEOs discuss investment opportunities in different regions of the world and where they are focusing their development strategies for the years to come.  
  
  
  
  
 **PHILIP WARD** *CEO Hotels & Hospitality Group EMEA, JLL*  
**IN CONVERSATION WITH**  
**RADHA ARORA** *President, Rosewood Hotels & Resorts*  
**DAVID ETMENAN** *CEO, Novum Hotels*  
**RAÚL GONZÁLEZ** *CEO, Barceló*  
**THOMAS MAGNUSON** *CEO & Co-Founder, Magnuson Hotels*  
**PIERRE-FRÉDÉRIC ROULOT** *Chairman and CEO, Louvre Hotel Group*

10:15 – 10:30 **FOSTERING INNOVATION IN HOSPITALITY DEVELOPMENT & MANAGEMENT**  
 **ALEX ZOZAYA** *President and CEO, Apple Leisure Group*

10:30 – 10:40 **YOUNG LEADER AWARD**  
 **PRESENTED BY**  
**JOHN FAREED** *Chairman, ISHC*  
**ALEXI H. KHAJAVI** *Managing Director Hospitality Group, Questex LLC*

10:40 – 11:30 **GLOBAL CEOS PANEL: EVOLUTION OF THE BRANDS**  
What is a brand in today's market? Global CEOs share their views on the role of the brands:  
  
  
  
  


- How they differentiate?
- What is the right size and mix of a brand portfolio?
- How much diversification is advisable?
- How far can hoteliers move outside their core businesses?

**ANDREAS SCRIVEN** *Head of Hospitality & Leisure, Deloitte*  
**IN CONVERSATION WITH**  
**GEOFF BALLOTTI** *President and CEO, Wyndham Hotel Group*  
**KEITH BARR** *CEO, IHG*  
**SÉBASTIEN BAZIN** *Chairman and CEO, AccorHotels*  
**CHRISTOPHER J. NASSETTA** *President and CEO, Hilton*  
**PATRICK PACIOUS** *President and CEO, Choice Hotels International*

11:30 – 12:00 **REFRESHMENTS IN EXHIBITION**

12:00 – 13:00 **BREAKOUT SESSIONS**

SESSION 1  
FINANCE



**INVESTMENT STRATEGIES: MAKING THE CASE FOR A SOUND INVESTMENT IN A CHANGING MARKET**

Which markets are investors looking at? How do they determine the size and variety of their portfolio? How do they adapt to changing market conditions?

**BRUNO JUIN** *Managing Director - Hotels, BNP Paribas Real Estate*

**IN CONVERSATION WITH**

**NAVNEET BALI** *Chairman, MEININGER Hotels*

**LAMBIS PAHIYIANNAKIS** *Director Hotel Group, Barings Real Estate Advisers*

**JULIEN RENAUD-PERRET** *Managing Director Hospitality, PAREF*

**JOCHEN SCHAEFER-SUREN** *Partner, Head of Hotels and Leisure Division, Internos Global Investors*

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SESSION 2  
INVESTMENT



**RESORTS: UNDERSTANDING THE INVESTMENT OPPORTUNITIES**

With a range of amenities and mixed uses, resorts are a very different proposition from a hotel focusing on beds. This session will look at the key considerations to invest in resorts and ensure successful developments and operations.

**PHILIP BACON** *Director, Valuations, Planning & Development, Horwath HTL*

**IN CONVERSATION WITH**

**DR. ANDREAS ANDREADIS** *CEO, LBRI (Sani & Ikos Resorts)*

**ALEX CAMPBELL** *Partner, Fieldfisher*

**BRUNO HALLÉ** *Managing Partner, Magma Hospitality Consulting*

**MARÍA ZARRALUQUI** *Global Development Managing Director, Meliá Hotels International Group*

SESSION 3  
HOTEL ROI



**F&B: INCREASING REVENUES FROM RESTAURANTS AND BARS**

Examining the new restaurant & bar concepts for hotels and what trends to expect in the future. How do hotels integrate F&B into their model successfully? How can they increase profits from F&B offerings?

**SOPHIE PERRET** *Director, HVS London*

**IN CONVERSATION WITH**

**AMIR NAHAI** *CEO Food & Beverages, AccorHotels*

**BOB PUCCINI** *CEO, Puccini Group*

**MPS PURI** *Chief Executive, Nira Hotels & Resorts*

SESSION 4  
ASSET  
MANAGEMENT



**ASSET VALUE ENHANCEMENT – HAMA**

What are the key areas and strategies to increase the value of a hospitality asset? How is the role of the asset manager evolving? What can be learnt from recent examples of successful asset enhancement/redevelopment stories?

**RASTKO DJORDJEVIC** *Board Member, HAMA Europe Chapter; Senior Vice President/Asset Management EMEA, JLL Hotels*

**THEODOR KUBAK** *President, HAMA Europe Chapter; Senior Investment Manager, Union Investment*

SESSION 5  
REGIONAL  
OUTLOOK



**ASIAN INVESTMENT TRENDS**

International investment from Asian companies and development of hospitality brands continues to make headlines across the world. How are the trends likely to evolve? What will become of Chinese investment? How will it affect the hospitality market in the regional and beyond?

**DR. JOANNE JIA** *Head of Asia, Christie & Co*

**IN CONVERSATION WITH**

**SAURABH CHAWLA** *Chief Development Officer, Louvre Hotels Group*

**ROC HUANG** *Director and Executive Deputy General Manager, HK CTS*

**DAVID LING** *Head Strategic Development, CDL Hospitality Trusts*

**SANJAY SINGH** *Managing Director, Fico Corporation*

SESSION 6  
REGIONAL  
OUTLOOK



**MIDDLE EAST & AFRICA: MARKET & TRENDS**

Which markets in the Middle East and Africa offer the best investment and development prospects? What key trends are coming on the horizon?

**XANDER NIJNENS** *Executive Vice President, Hotels & Hospitality Group Sub-Saharan Africa, JLL*

**IN CONVERSATION WITH**

**TARIQ BSHARAT** *Strategy & Business Development Director, Al Marjan Island*

**CHRIS NEWMAN** *Chief Operating Officer, Emaar Hospitality Group LLC*

THE IHIF  
HOTEL TECH HUB



IHIF Hotel Tech Hub



**DECODING HOTEL TECHNOLOGY TRENDS**

A panel of hoteliers look at key hotel tech trends and discuss whether they are likely to invest in them for their company and why. Panellists and the audience will vote on each technology to decide whether they're worth investing in or not: AI, Robotics, IoT, Virtual front desk, On-property tech, Other.

**MICHAEL McCARTAN** *Managing Director for Europe, the Middle East and Africa, Duetto*

**IN CONVERSATION WITH**

**JULIE FAWCETT** *Managing Director, Qbic Hotels*

**MARLOES KNIPPENBERG** *CEO of International Hospitality Development, Kerten Capital*

**MARTIN STEGNER** *Chief Information Officer, Novum Group*

**HUBERT VIRIOT** *CEO, YOTEL*

13:00 – 15:00

**NETWORKING LUNCH**

15:00 – 16:00

**BREAKOUT SESSIONS**

SESSION 7  
FINANCE



**THE DEBT MARKET**

Sharing experiences on how the funding landscape is evolving including: trends in equity, debt, alternative funding; financing structure models; dealing with non-performing loans and more.

**RIAZ AZADI** *Managing Director, Eastdil Secured LLC*

**CHRIS GOW** *Head of Debt Advisory EMEA, Hotels and Hospitality Group, JLL*

**DANIEL C. PEEK** *Senior Managing Director, Hospitality Group Leader, HFF*

THE FLAGS DISPLAYED SHOW THE COUNTRIES THAT ARE REPRESENTED BY THE SPEAKERS ON EACH OF THE SESSIONS

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SESSION 8  
STRATEGY



**DISTRIBUTION: HOTELIERS & OTAS – THE DEBATE CONTINUES**

Are OTAs becoming hoteliers, and hoteliers becoming OTAs? Who owns the customer? From a hoteliers' perspective, what is the real cost of acquiring a guest (OTA vs. Own Website)? How can hoteliers negotiate leverage with OTAs to enhance revenues?

**DIRK BAKKER** *CEO Netherlands, Colliers*

**IN CONVERSATION WITH**

**CAROL DODDS** *Vice President of Commercial, Interstate Hotels and Resorts*

**DANIEL HOLL** *Head of Global Hotel Sales, trivago*

**LOUISE WALLACE** *Partner, CMS*

SESSION 9  
REGIONAL  
OUTLOOK



**GERMANY: WHERE ARE THE REMAINING OPPORTUNITIES?**

As Germany remains an attractive investment destination in Europe, competition is high: what factors drive interest in the country and where are the most attractive investment opportunities?

**URSULA KRIEGL** *Executive Director, Transaction Advisory Services, Ernst & Young Real Estate GmbH*

**IN CONVERSATION WITH**

**PATRICK FLATON** *Chief Financial and Operating Officer (CFOO), Avignon Capital*

**SUSANNE FRIEDRICH** *Director Business Development, Deutsche Hospitality*

**CHRISTIAN MICHEL** *Vice President Development Central & Eastern Europe, Wyndham Hotel Group*

**KARL-HEINZ PAWLITZKI** *CEO, Dorint Hotels*

**ALEXANDER SCHÖNEICH** *Senior Investment Manager Hotels, Art-Invest Real Estate Management*

SESSION 10  
HOTEL ROI



**WELLNESS: WHAT DOES IT MEAN FOR HOTELS?**

Do hotels really understand the concept of wellness and how to adapt it to their environment? How can they generate profit from wellness? What can they learn from spas and wellness resorts?

**TANYA ROSE** *Founder, Mason Rose*

**IN CONVERSATION WITH**

**GIUSEPPE ATZERI** *Managing Director, VT Capital Ltd*

**ALISTAIR JOHNSON** *Director, Spa Creators*

**GREG PAYNE** *Spa & Wellness Advisory*

SESSION 11  
REGIONAL  
OUTLOOK



**SOUTHERN EUROPE & THE MEDITERRANEAN**

The Mediterranean's leading market of Spain may be reaching a bubble, while Greece is growing and markets previously affected by security issues such as Tunisia or France are re-emerging as tourism destinations. Where are the best investment opportunities in Southern Europe?

**MIGUEL CASAS** *Director Spain, CBRE Hotels Limited*

**IN CONVERSATION WITH**

**TRISH BARRIGAN** *Managing Partner, Benson Elliot Services Limited*

**ARNOUD DUIN** *VP Finance, Arena Hospitality Group*

**NEVILLE GRAHAM** *Managing Director International Member Services, Best Western Hotels & Resorts*

**FREDERIC JOSEHANS** *President, Grape Hospitality*

**REPRESENTATIVE** *Italia Hospitality*

SESSION 12  
OPERATIONS



**EVOLUTION OF THE FRANCHISE MODEL**

Discussing current and future trends in franchise

- Is the franchise model more suited to some markets than others?
- In which markets is it likely to become more used?
- How to franchise a lifestyle brand? What are the operating structures?

**DAVID BAILEY** *Senior Director Consultancy, CBRE Hotels*

**IN CONVERSATION WITH**

**PHILIPPE BIJAOU** *Chief Development Officer EMEA, Wyndham Hotel Group*

**MATTHEW DUNCOMBE** *Partner, DLA Piper*

**PATRICK FITZGIBBON** *Senior Vice President Development - EMEA, Hilton*

**REPRESENTATIVE** *Marriott*

THE IHIF  
HOTEL TECH HUB



IHIF Hotel Tech Hub



**ALL ABOUT DATA: MANAGING DATA TO DELIVER BETTER SERVICES SAFELY AND COST-EFFECTIVELY**

As data management plays an increasing part in hotels' commercial strategies, experts share their views on collecting & tracking consumer data, putting in place the right revenue management strategy for a hotel, and promoting operational efficiency through effective data management.

**KLAUS KOHLMAYR** *Chief Evangelist, lDeaS Revenue Solutions*

**MICHAEL LEVIE** *Founder and Chief Operations Officer, citizenM*

**PIETER VAN TILBURG** *Founder and CEO, CityHub*

**CYBERSECURITY MASTERCLASS: AN OVERVIEW OF KEY CYBERSECURITY CHALLENGES IN HOSPITALITY AND HOW TO ADDRESS THEM**

**PETER ERCEG** *Senior Vice President Global Cyber & Technology, Lockton*

16:00 – 16:30

**REFRESHMENTS IN EXHIBITION**

THE FLAGS DISPLAYED SHOW THE COUNTRIES THAT ARE REPRESENTED BY THE SPEAKERS ON EACH OF THE SESSIONS

CONTINUED ON NEXT PAGE



16:30 – 17:30

**BREAKOUT SESSIONS**

SESSION 13  
DESIGN &  
ARCHITECTURE



**RENOVATING HOTELS TO DRIVE PROFITS**

A look at future design trends to maximise a hotel's revenues, including: adapting design to capture new markets; designing hotels to engage with the local community; design to increase room rates.

**GESA ROHWEDDER** *Head of Hospitality, Drees & Sommer*

**IN CONVERSATION WITH**

**LORENZO FELICI** *Managing Director, Artelia Hospitality*

**WILMA KELLERMANN-BAANS** *VP Business Development, Deutsche Hospitality*

**MICHAEL WALSH** *Vice President of Design & Engineering, IHG*

**ARIANE STEINBECK** *Managing Director, RPW Design*

SESSION 14  
FINANCE



**HERE'S THE DEAL: A CLOSER LOOK AT INNOVATIVE DEAL STRUCTURES**

Examining recent deals which used innovative funding structures: what were the pros and cons, can they be replicated to other markets, what trends are they prefiguring?

**KRISTIAN DIJKSTRA** *Director, C1 Capital*

**CASE STUDIES AND CONVERSATION WITH**

**MARC FINNEY** *Head of Hotels & Resorts Consulting, Colliers International*

**JAMES HOULSTON** *Managing Director, BH Group*

**SABINA WYSS DI CORRADO** *Director of Acquisitions & Development, PPHE Hotel Group*

SESSION 15  
HOTEL ROI



**COST MANAGEMENT**

Which areas of a hotel's operations incur the largest costs, and what can be done to reduce them without impacting negatively on the guests' experience? Experts share best practice and innovative solutions.

**TEA ROS** *Managing Director, Strategic Hotel Consulting*

**IN CONVERSATION WITH**

**OLIVER BERGER** *Founder & Managing Director, Roseberg Hospitality LLC*

**YVONNE JACKSON** *CEO, Condo Hotels*

**NICHOLAS NORTHAM** *Managing Director UK, Interstate Hotels & Resorts*

SESSION 16  
OPERATIONS



**MANAGEMENT CONTRACT CLINIC**

The IHIF community sends its management contracts bugbears and challenges to a panel of experts, who give their views on suitable solutions.

**CHRIS MARTIN** *Senior Director, HVS Hodges Ward Elliott*

**IN CONVERSATION WITH**

**MARK DALIERE** *Partner - Hotels and Leisure, Dentons*

**DAVID HART** *Chief Financial Officer, Redefine|BDL Hotels*

**JOANNE OWEN** *Partner, Proskauer*

**PAUL PISANI** *Senior Vice President Hotel Development, Corinthia Hotels*

SESSION 17  
OPERATIONS



**SECURITY & CRISIS MANAGEMENT**

Following recent incidents affecting the hospitality industry, hotel security and crisis management experts look at how hotels can prepare for the risk of terrorist or other threat to their building and their customers:

- What procedures, training and technologies are needed?
- How to re-think new developments and public spaces to improve security
- How to manage communications and revive a destination after an incident

**ANDY COX** *Partner, Crisis and Security Consulting Practice, Control Risks*

**IN CONVERSATION WITH**

**PAUL MOXNESS** *VP Corporate Safety and Security, Carlson Rezidor Hotel Group*

**MAC SEGAL** *Head of Fixed Site & Hotel Security Consulting, AS Solution*

SESSION 18  
OPERATIONS



**STATE OF THE ART UNDERWRITING**

What metrics do investors use to make their investment case based on valuable information? Discussing how to leverage data for investment decisions, for asset management, and optimizing investment decisions .

**ANDREAS EWALD** *Managing Partner, Engel & Völkers Hotel Consulting GmbH*

THE IHIF  
HOTEL TECH HUB



IHIF Hotel Tech Hub



**GETTING DIGITAL: ENGAGING WITH CUSTOMERS THROUGH AN EFFECTIVE DIGITAL STRATEGY AND E-COMMERCE**

Discussing strategies and tools for hotel brands to deliver an effective digital strategy:

- Assessing new digital distribution channels: how do they work for hotels?
- Examining the effectiveness of digital tools to increase loyalty
- Using social media to embrace each hotel community individually

**MARK FENELON** *Group Managing Director, Clink Hostels*

**CARMEN HUI** *Commercial Director, Owner Partnerships, Booking.com*

**EMMA SMITH** *CEO, Envolve Technology*

**DOROS THEODOROU** *Chief Commercial Officer, MEININGER Hotels*

18:30 – 20:30

**GALA NETWORKING RECEPTION – HOSTED BY THE INTERCONTINENTAL BERLIN**

THE FLAGS DISPLAYED SHOW THE COUNTRIES THAT ARE REPRESENTED BY THE SPEAKERS ON EACH OF THE SESSIONS

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09:00 – 11:10

**GENERAL SESSION: INNOVATION & NEW OPPORTUNITIES**

09:00 – 09:05



**WELCOME REMARKS**

**KERRY GUMAS** *President and Chief Executive Officer, Questex LLC*

09:05 – 09:25

**TECH INNOVATION KEYNOTE**

An interview with a technology expert on what drives innovation and how technology can impact the market to reach new heights.

09:25 – 10:00



**INVESTING IN TECHNOLOGY**

Discussing technology strategies and how to use it best in hospitality and travel:

- Where is technology most needed and how to future-proof your technology investment: which trends are here to stay?
- Learning from other industries: what technology innovations can be replicated in hotels?
- What criteria should hoteliers use to determine how much to invest and how?
- Promoting technology innovation within hospitality: what is the role of hotel companies?

**ALEX NOTAY** *Director of Product and Service Innovation, Places for People*

**IN CONVERSATION WITH**

**ERIC PEARSON** *Chief Commercial and Technology Officer, IHG*

**RUFINO PÉREZ** *Chief Operations Officer and Global Transformation Leader, NH Hotel Group*

10:00 – 10:40



**THE IDEAS FACTORY – SHARING THOUGHTS ON THE FUTURE OF HOSPITALITY**

Some of hospitality's most innovative minds share their views on the major trends and concepts that will impact hospitality developments and the guest experience in the coming years, including new lifestyle concepts, room and hotel design, amenities etc.

**RAJ CHANDNANI** *Vice President, Strategy, WATG | Wimberly Interiors*

**IN CONVERSATION WITH**

**AMAR LALVANI** *CEO & Managing Partner, Standard International*

**SHARAN PASRICHA** *Founder, Ennismore*

**JAY STEIN** *Chief Executive Officer, Dream Hotel Group*

**MARKUS LEHNERT** *Regional Vice President International Hotel Development, Europe, Marriott International*

10:40 – 11:10



**KEYNOTE: REACHING NEW HEIGHTS**

Be inspired by the first woman to summit Everest from the North & South sides sharing her insights about how individuals and teams achieve greatness in the face of overwhelming challenge.

**CATHY O'DOWD** *Rock Climber, Mountaineer, Author*

11:10 – 11:20

**REFRESHMENTS IN EXHIBITION**

11:20 – 12:20

**BREAKOUT SESSIONS**

SESSION 19  
ALTERNATIVE  
INVESTMENT



**SERVICED APARTMENTS: WHAT'S THE OPPORTUNITY?**

While growing, the serviced apartment market remains a relative unknown for hotel investors and operators. For investors, what are the opportunities, where are the key markets, and what returns can be expected? For hoteliers, how does a serviced apartment offering fit within a hotel portfolio, and how do the products compare?

**JONATHAN HUMPHRIES** *Senior Lecturer, Ecole hôtelière de Lausanne; Chairman, HoCoSo*

**IN CONVERSATION WITH**

**GUUS BAKKER** *CEO EMEA, Frasers Hospitality*

**VEDRANA BILANOVIC RILEY** *CEO, Ciel Capital*

**JO LAYTON** *Managing Director, The Apartment Service*

**CHRISTABELLE MORGAN DESSOUCHES** *International Hotel Development Director, Aparthotels Adagio*

SESSION 20  
OPERATIONS



**TALENT MANAGEMENT & RECRUITMENT**

Hoteliers agree that their workforce is the core of their success, but how do they recruit and nurture their staff and leaders? This session will discuss:

- How to deal with shortage of employees: improving the recruitment process; looking at compensation, benefits; career opportunities
- Managing a changing workforce and flexible staffing requirements (including the rise of automation)
- How to make investors understand the talent challenge

**KELLY JOHNSTONE** *Scotland, North England & Midlands Director, Springboard UK*

**IN CONVERSATION WITH**

**JOHN BRENNAN** *CEO, Amaris Hospitality*

**ROSANA FERNANDEZ** *Global Human Resources Director, Room Mate Group*

THE IHIF  
HOTEL TECH HUB



IHIF Hotel Tech Hub



**PROMOTING TECH INNOVATION IN HOSPITALITY: START-UP & INCUBATORS**

- Assessing the state of the hospitality tech scene: how healthy is it, where are the best start-up scenes?
- Incubators, accelerators, VCs etc.: what organisations offer the best support for hospitality tech start-ups?
- Success stories and crashes: learning best practice and overcoming challenges from other hotel tech start-ups.

**CHRISTIAN MOLE** *Associate Partner, EY*

THE FLAGS DISPLAYED SHOW THE COUNTRIES THAT ARE REPRESENTED BY THE SPEAKERS ON EACH OF THE SESSIONS

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11:20 – 12:20 **IN-THE-ROUNDS**

IN-THE-ROUND



**France: Is There a Macron Effect on Hospitality Investment?**

Discussing the French hospitality investment market: where are the best opportunities, what are the trends, and what is the impact if the economic and political environment on the hospitality sector?

**HOSTED BY**

**PHILIPPE DOIZELET** *Managing Partner, Horwath HTL*

11:20 – 13:00 **DACH: HOSPITALITY INVESTMENT IN GERMANY AND NEIGHBOURING MARKETS**

DACH\*  
IN-THE-ROUNDS



**Keynote: Tourism Development in DACH Markets**

Followed by round tables:

**DACH Round Table 1** Project scouting for resorts: Insights on opportunities in the DACH Region

**DACH Round Table 2** Why independent hotels outperform chain hotels in the alpine resort market

**DACH Round Table 3** Alternative asset classes – hostels, micro-apartments and pop-up hotels – a comparison

**HOSTED BY**

**WILLY WEILAND** *Managing Director, Solutions dot WG Hospitality Advisory Alliance GmbH*

**WOLFGANG GATTRINGER** *Managing Director, Solutions dot WG Hospitality Advisory Alliance GmbH*

\*DACH: Germany, Austria, Switzerland

12:30 – 13:30 **BREAKOUT SESSIONS**

SESSION 21  
DEVELOPMENT



**PITCH YOUR BRAND**

Hear from the most innovative new brands entering the hospitality market. A series of case studies assessed by an expert panel to be inspired from new concepts.

**HOSTED BY**

**MICHAEL WIDMANN** *Managing Partner, PKF hotelexperts GmbH*

**PANEL OF EXPERTS**

**BLANCHE VAN BERCKEL** *Managing Director, Fairquest & Partners*

And more judges to be announced

**CASE STUDIES FROM**

**TRS Hotels: JOSÉ MATHEU** *Chief Development Officer, Palladium Hotel Group*

**Unscripted: DAVID KUPERBERG** *Chief Development Officer, Dream Hotel Group*

**VtB: WYTZE VAN DEN BERG** *Managing Director Belgium & The Netherlands, Best Western Hotels & Resorts*

**Yooma: PIERRE BECKERICH** *President, Euragone Investment Management*

12:30 – 13:30 **IN-THE-ROUNDS**

IN-THE-ROUND



**Italy: Unique Opportunities Opening in One of Southern Europe's Key Markets**

Italy's economic growth remains slower than its European neighbours but with a fragmented market and new opportunities for investors to enter the market, now may be a good time to enter this unique hospitality market.

IN-THE-ROUND



**Germany: Don't be afraid of German leases, they are more flexible than you think**

Hosted by Zia.

**DIRK SCHULDES** *Head of Hotel Investment and Asset Management, CommerzReal AG*

**DR. JOCHEN REUTER LLM** *Partner, Beiten Burkhardt*

13:30 **NETWORKING LUNCH**

THE FLAGS DISPLAYED SHOW THE COUNTRIES THAT ARE REPRESENTED BY THE SPEAKERS ON EACH OF THE SESSIONS

PLEASE NOTE: THE PROGRAMME IS SUBJECT TO CHANGE

**The IHIF 2018 Advisory Board**



The line-up of 180 speakers taking part in the IHIF educational programme is a carefully selected group of the most active, innovative and renowned experts in the fields of hospitality investment and related sectors. The educational programme is developed by an **Advisory Board**; an influential and knowledgeable group of people from key companies in our industry. A representative from each of our sponsoring companies is invited to sit on the board. We would like to thank this year's Advisory Board for their dedication and contribution to the IHIF programme.

For further details about the **Advisory Board** and to become a sponsor please visit [ihif.com](http://ihif.com).

# Who will you meet at IHIF?



IHIF is attended by representatives from over 700 companies and from all areas of the industry. The following companies are a selection of those that you will meet at IHIF in 2018. **Companies registered to attend IHIF 2018 as of 19th December 2017:**

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