

**Caribbean Hotel Investment  
Conference & Operations Summit**

November 14-15, 2019

Secrets Wild Orchid & St. James Resorts  
Montego Bay

**Jamaica**

**chiccos 2019**

The logo for chiccos 2019 features a stylized white wave or swirl design within a circular frame, positioned at the bottom of the vertical text.

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# ONLINE AGENDA



Scan the QR Code to digitally access the Agenda on your mobile device

Welcome CHICOS 2019 attendees!



**Parris E. Jordan**

Chairman  
CHICOS  
Host



It is a great pleasure to welcome you to the 9th Annual Caribbean Hotel Investment Conference & Operations Summit (CHICOS). This is the premier venue for our region where YOU, our hospitality leaders meet, network and make deals.

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

Our topics reflect the issues of importance to those of us who develop hotel assets in the region. In light of recent economic, climate and even political events, we have kept our subject matters topical and provocative. Please take a look through our agenda to familiarize yourself with the items that are top of mind and require discussion and continued learning.

During the course of these two days you will learn a great deal about the strategies and opportunities to promote business investments in hotel, tourism, and real estate related industries in the Caribbean. Great minds will collaborate and meet to develop, produce, and inspire. The opportunities in this region continue, and the outlook is bright for those who are well-informed.

You are among 300+ executives and opinion leaders participating this year. The Caribbean is an attractive destination for tourists looking for our beaches and resorts. We provide a wide variety of accommodations and experiences for those seeking the economical or the luxurious. It is important to understand how to develop in the Caribbean in a manner that garners success. That is what CHICOS is about.

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

A special note of thanks to our host hotel, the Secrets Resort in Montego Bay, for the hospitality and service shared throughout the entire planning process. We are indebted to the kindness and generosity of Host Patrons JAMPRO, Apple Leisure Group, and Secrets Wild Orchid Montego Bay, as well as to the Ministry of Tourism of Jamaica.

A loud shout of THANKS to all our Patrons, Platinum Partners, Silver Partners, Supporters and Media Partners, whose unwavering support has been instrumental to the success of our planning and our event.

Kind regards,

Parris E. Jordan  
Chairman  
CHICOS – Caribbean Hotel Investment Conference & Operations Summit

# WELCOME



**Diane Edwards**

President  
JAMPRO  
Host Sponsor

Dear CHICOS Delegates,

Jamaica is pleased to welcome the Caribbean Hotel Investment Conference and Operations Summit (CHICOS) to our island for the first time in the conference's history. It is surprising that this is the first staging in our country, which has had a long history as an iconic tourism destination! We are happy that CHICOS has finally graced our shores at our tourism mecca, Montego Bay.

It is an interesting time for this conference to be taking place in Jamaica, as the island is currently in a transformational shift that will see our tourism industry diversifying to provide more options for those who come to experience our beaches, food and culture. Jamaica has become known primarily as an all-inclusive hotel location, with visitors having access to multiple experiences on one property.

This is changing; Jamaica's boutique hotel industry, the rising popularity of AirBnB, international events, world class attractions, cruise ship stop-over experiences and other activities are providing much needed diversification to ensure the sustainability of the sector. Jamaica is also growing in eco-tourism, heritage tourism, medical tourism, wellness tourism, urban tourism and sport tourism.

Guided by the Government of Jamaica's Five Pillars of Tourism Growth strategy, which includes Tapping into new markets, Developing new products, Promoting investment, Building new partnerships, and Developing human capital, Jamaica is experiencing unprecedented success in the form of record breaking arrivals. As of August this year, the tourism sector has grown by 5.6%, of which stopover arrivals are up 8.4% and visitor spending has increased 10.2% to US\$852.7 million.

This excellent performance is reflected across the Caribbean; the region received 29.9 million tourist visits in 2018, the second highest on record following the 30.6 million who visited in 2017. Tourism in the Caribbean has been thriving for many years and is an industry that commands high investor confidence, with a favourable outlook.

At 2019's CHICOS conference, you have the opportunity to capitalise on future success. At this meeting of private equity companies, banks, global brands, real estate developers and potential investors, this is the time to identify the hidden gems in the Caribbean's tourism industry, and realise the potential for projects in Jamaica, and the rest of the Caribbean. Make those valuable business connections, and cement those deals that you have been waiting to actualise.

You won't be alone; the team from HVS and JAMPRO, Jamaica's trade and investment promotions agency, will be there to guide you on this journey. Special thanks to our partners the Ministry of Tourism and its agencies, along with Apple Leisure Group for making this all a reality.

There are great things waiting for you at CHICOS 2019, let's do business!

Diane Edwards  
President,  
The Jamaica Promotions Corporation (JAMPRO)



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# WELCOME



**Alex Zozaya**

Executive Chairman  
Apple Leisure Group  
**Host Sponsor**



Dear CHICOS Attendees,

It is with great pleasure that I welcome you to the beautiful island of Jamaica for the 2019 Caribbean Hotel Investment Conference and Operations Summit. It is our honor to host you at three of AMResorts' award-winning properties: Secrets Wild Orchid Montego Bay, Secrets St. James Montego Bay, and Breathless Montego Bay Resort & Spa, all of which have been recognized with the prestigious AAA Four Diamond rating.

Jamaica has been, and continues to be, a key part of Apple Leisure Group's footprint, through AMResorts, in the Caribbean. We first entered the island nearly a decade ago, and today have six resorts across four of our brands, with both family-friendly and adults-only options. As one of the top-visited islands in the Caribbean, we are always looking for continued growth opportunities, as I am sure many of you are as well. And how could you not? Not only is Jamaica easily accessible due to its connectivity to major gateways around the world, it also boasts a rich culture, incredible beaches, and outstanding scenic beauty.

There are plentiful opportunities in this destination for investors and owners seeking to break into or expand their portfolios of all-inclusive resorts. And with decades of success in Jamaica, numerous established relationships, and a proven track record of bringing projects from ideation to fruition, Apple Leisure Group is the right partner to align with in this market and the Caribbean as a whole. I hope you will take a moment to meet with our team during the conference to learn more about development opportunities available throughout the region.

Once again, thank you for attending this year's event to learn more about the outstanding investment potential available throughout the Caribbean.

On behalf of the entire Apple Leisure Group team, we hope you enjoy your time at CHICOS.

Best,

Alex Zozaya  
Executive Chairman  
Apple Leisure Group



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Apple Leisure Group is the nation's largest provider of charter flights, and the largest vertically integrated seller of vacation packages in the United States for travel to Mexico, Dominican Republic, Jamaica and the Caribbean. As an industry innovator, Apple Leisure Group consistently delivers exceptional value to travelers, and strong performance to resort owners and partners by strategically leveraging the power of its portfolio of brands.



AMResorts is the undisputed leader in resort brand management throughout Mexico and the Caribbean. Our unique infrastructure and distribution network provides owners with numerous advantages, which leads to greater profitability than our competitors. Raising all-inclusive to a *New Level of Luxury*, every one of our resorts offers sun-soaked beaches, elegant accommodations, a world-class spa, gourmet dining, unlimited premium drinks, and many other pampering amenities.



## THURSDAY, NOVEMBER 14, 2019

7:00 am – **REGISTRATION**

7:30 am - 8:30 am – **Networking Breakfast**

*St. James Ballroom IV and Foyer*

8:30 am - 9:45 am – **WELCOME, GLOBAL & REGIONAL PRESENTATIONS**

*St. James Ballroom IV*

### Welcome Comments

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

### Global & Regional Hotel Performance

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

### Overview of Caribbean Lodging Market

**Parris Jordan**, Chairman - CHICOS

**Kristina D'Amico**, Director - HVS Miami

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

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

### Economic Overview

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

9:45 am - 10:40 am – **GENERAL SESSION**

*St James Ballroom IV*

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

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

*Panelists:*

**José Carlos Azcárraga**, Chief Executive Officer – Grupo Posadas

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

**Fernando Mulet**, Chief Development Officer and EVP – Playa Hotels & Resorts

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

10:40 A.M. - 11:05 A.M. – **Networking & Exhibitor Coffee Break**

*St James Ballroom I and Foyer*



11:05 am - 12:00 pm – **GENERAL SESSION**

*St James Ballroom IV*

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

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

*Panelists:*

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

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

**Jared Melnik**, Principal – KSL Capital

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

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

12:00 pm - 12:45 pm – **GENERAL SESSION**

*St James Ballroom IV*

**INTERNATIONAL INVESTORS INTEREST IN PLACING DEBT AND EQUITY IN THE REGION:** The Caribbean continues to attract interest from international capital following very active hurricane seasons and other recent challenges. Despite the challenges, there has been a lot of capital to develop, acquire and renovate properties throughout the region. The Debt & Equity discussion is a 'must attend' panel at this year's CHICOS. Where are these investors coming from and who is providing the capital? Hear from the sources and end-users themselves.

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

*Panelists:*

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

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

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

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

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

# PROGRAM

12:45 pm - 1:30 pm – **GENERAL SESSION**

*St James Ballroom IV*

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

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

*Panelists:*

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

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

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

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

1:30 pm - 2:45 pm - **NETWORKING LUNCH**

*Restaurants*

2:45 pm - 3:40 pm – **BREAKOUT SESSION 1 A**

*St James Ballroom II*

**Crisis Management: Planning Ahead and Staying in Front of Unforeseen Issues and/or Events:**

In the world of tourism and hospitality, crisis is unfortunately no stranger. Whether man-made, acts of mother nature, or the result of socio-political decisions, a crisis can (dramatically) negatively impact travel to a destination. Consumers today make decisions on where to visit and spend their money – based on shared values, news media influences, word of mouth conversation and online reputation management. How destinations manage the crisis, however, can also glean positive results. Panel of experts will discuss how to prepare and more importantly how to react to crisis situations that may occur in the region.

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

*Panelists:*

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

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

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

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

**Michael Register**, Principal – Trust Hospitality

2:45 pm - 3:40 pm – **BREAKOUT SESSION 1 B**

*St James Ballroom III*

**Hotel Design: Focused on Building to Satisfy Ever Changing Customer Demands and Weather**

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

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

*Panelists:*

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

**Chris Barbe**, SVP - dck worldwide

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

**Mario Mathieu**, SVP of Business Development, Design & Construction – Karisma Hotels and Resorts

**Andrés Osorio**, Lead Designer, Hospitality - OBMI

# PROGRAM

3:40 pm – 4:10 pm - **Networking & Exhibitor Coffee Break**  
*St James Ballroom IV and Foyer*

**Presentations by Jamaica and St. Lucia**  
*St James Ballroom II & III*

4:10 pm - 5:00 pm – **BREAKOUT SESSION 2 A**  
*St James Ballroom II*

**Increasing Investor Interest in the All-Inclusive Product in the Caribbean:** The Caribbean all-inclusive model continues to garner great interest from both investors and guests. As more and more US hotel companies are becoming a lot more aggressive targeting this product, our group of experts will discuss reasons why.

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

*Panelists:*

**Ruben Becerra**, Vice President, Corporate Affairs - Karisma Hotels

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

**Diane Edwards**, President - JAMPRO

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

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

4:10 pm - 5:00 pm – **BREAKOUT SESSION 2 B**  
*St James Ballroom III*

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

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

*Panelists:*

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

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

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

**Alessandro Colantonio**, Executive Vice President – Acquisitions & Capital Markets - Gencom

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

5:00 pm - 6:00 pm **Cocktail Hour Hosted by Marriott International**  
*Courtyard of Secrets Wild Orchid*

7:00 pm - 9:30 pm **OFFSITE COCKTAIL RECEPTION - Hyatt Ziva Rose Hall**  
**HOSTED BY PLAYA HOTELS & RESORTS**

*Transportation provided from courtyard of Secrets Wild Orchid, departing at 6:30 pm*



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**FRIDAY, NOVEMBER 15, 2019****8:00 am - 9:00 am - NETWORKING BREAKFAST***St James Ballroom IV and Foyer***9:00 am - 10:00 am - GENERAL SESSION***St James Ballroom IV*

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

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

*Panelists:*

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

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

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

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

**10:00 am - 11:00 am - GENERAL SESSION***St James Ballroom IV*

**CARIBBEAN GOVERNMENT LEADERS PANEL:** This distinguished panel will summarize proven policies and procedures that have been utilized to attract hotel/resort investment to their countries. The discussion will also include some new strategies that are being employed to help spur new hotel/resort investment.

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

*Panelists:*

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

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

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

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

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

**11:00 am - 11:20 am - Networking & Exhibitor Coffee Break***St James Ballroom IV and Foyer*

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

*St James Ballroom IV*

**Luxury and Mixed-Use Panel:** Mixed-use projects continue to attract interest in the region. Panelists will discuss the trends and show how hotel operators and lenders a lot more cautious with programming this time around.

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

*Panelists:*

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

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

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

**Robin Chalier**, Director of Development, Americas - Six Senses Resorts

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

12:20 pm - 12:40 pm – **GENERAL SESSION PRESENTATION**

*St James Ballroom IV*

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

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

12:40 pm – **CLOSING REMARKS & BUFFET LUNCH**

*St James Ballroom IV*

**CONFERENCE ENDS**



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# HOSTS

## **Parris E. Jordan**

Managing Director - HVS



Parris Jordan is a Managing Director at HVS, responsible for overseeing consulting and valuation projects in the Caribbean, Central America, Mexico, and United States. Parris' consulting experience spans all asset classes, from ultra-luxury to full, select and limited-service hotels. His resume comprises work on hundreds of projects spanning over 40 U.S. states and 30 countries for assets totaling more than \$20 billion US in value; notable large-scale Caribbean development projects include Atlantis, The One & Only Ocean Club, Ritz Carlton Grand Cayman, and Cap Juluca. Mr. Jordan's areas of expertise include market assessment, feasibility analysis, appraisal, valuation, operator search, management contract negotiation, and brand selection.

He is also an expert in developing target market and global expansion strategies for prominent international hotel brands and has provided expert testimony in litigation and arbitration-related matters. Pairing this experience with his Caribbean roots, Parris has earned the reputation as a distinguished authority on the Caribbean hotel landscape and trusted advisor. His private sector client list consists of well-established investment banks, lenders, private equity firms, high net-worth individuals, developers, and hotel brands. Parris has also provided advisement to many Caribbean government officials [i.e. Prime Ministers, Presidents, Ministers of Tourism, Ministers of Investments, Governors] for major hospitality and tourism investment decisions on their respective islands. Mr. Jordan is also Chairman and Founder of the Caribbean Hotel Investment Conference and Operations Summit (CHICOS).

Parris holds an MS from the Preston Robert Tisch Center for Hospitality and Tourism at New York University (NYU), where he also lectured on lodging development as an adjunct professor. Parris is also a member of the school's alumni board. He was the recipient of the 2003 NYU Hotel Investment Conference Patron Scholar Award and selected as the 2008 Alumnus of the Year by New York City Technical College. Parris has been called to speak at various local and international hotel investment and tourism conferences, including [the largest] the NYU International Hospitality Industry Investment Conference. In addition to speaking engagements, Parris has been quoted in numerous hospitality business publications and newspapers such as the Wall Street Journal, Bloomberg News, USA Today and Travel Weekly.

## **Nicole Roantree, LEED AP, ID+C**

Director - CHICOS



Nicole Roantree is the Director of HVS Conferences and a Senior Project Manager with the HVS New York City office. Nicole earned a bachelor of science degree in International Business and French from Albright College in Reading, PA, a master of science degree in Tourism, Travel Management and Destination Development from New York University, and a bachelor of arts degree in Interior Design/Hospitality Studies from The Art Institute of Colorado. Nicole is also an Accredited Professional with the Leadership in Energy and Environmental Design (LEED) program, with a focus on Interior Design + Construction.

Nicole's academic and professional experience within the hospitality and architecture industries allows her to provide a level of insight and expertise critical to hotel consulting assignments. Her extensive travel to 48 states domestically, Europe, Asia, Middle East, South America, Central America, Mexico and the Caribbean have proven priceless to understanding the vast differences between markets and cultures.

Nicole also teaches online business classes with eCornell to students globally, enhancing their skills and helping them achieve the next step in their career progression. The courses range from: *Introduction to Hotel Operations*, *Services Marketing Planning and Management*, *Building Guest Loyalty*, and *Introduction to Revenue Management*. She has guest lectured at Columbia University and NYU Stern School of Business. She also volunteers her time with New York Cares, America Scores and Achilles for Kids.

# PRIME MINISTER

**Honourable Andrew Michael Holness, ON, MP**  
Prime Minister of Jamaica



The Most Honourable Andrew Michael Holness, is undoubtedly part of the new generation of dynamic global leaders who are dedicated to transformative development and are creating effective societies through economic and financial reform, technological advancement and the building of national resilience and capacity.

Andrew Holness created history in 2011, when at the age of 39, he became the youngest person to be elected Prime Minister of Jamaica. He is the first Prime Minister to have been born after the country achieved independence in 1962. In 1997 at the age of 25 he was elected to the House of Representatives in Jamaica as a Member of Parliament (MP) representing the Constituency of West Central St. Andrew. To date, he holds the record as the youngest elected MP in Jamaica. He is currently serving four unbroken terms in the House, giving more than 20 years of service as an elected representative.

Prime Minister Holness has held several high-level positions, within both the Executive and Legislative branches of the Government of Jamaica. This enabled him to work in several key sectors, such as social welfare, community development, housing, and education.

Since taking over the leadership of the country in 2016, the focus of his Government has been economic growth and meaningful job creation, together with a thrust towards Jamaica emerging as the first digital society in the Caribbean. Prime Minister Holness has been at the forefront, leading and driving the discussion and the policies on national, regional and international platforms on the issue of climate change.

The Most Hon. Andrew Michael Holness is a man of compassion and dialogue who believes in partnerships and inclusiveness as critical tools in achieving optimal outcomes.

He has brought a vibrant and pragmatic energy to the transformation of public sector administration and to making the government more responsive and continues to promote cooperation and partnership.

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# SPEAKERS



## **Adam Rosenberg**

Managing Director and Global Head of Gaming & Leisure - Fortress Investment Group – Credit Funds

Adam Rosenberg is Managing Director and Global Head of Gaming & Leisure within the Credit Funds at Fortress Investment Group. Fortress has deployed over \$1.5 billion via private equity investments into, lending to and owning casinos, slot routes, machine manufacturers, lottery providers, internet gaming companies and other gaming technology businesses globally. Prior to joining Fortress, Adam spent 16 years in Investment Banking at Goldman Sachs, where he was Global Head of Gaming. In that role, Adam provided strategic and financial advice to the firm's casino operator, gaming technology and equipment manufacturer clients around the globe. He was involved in financing some of the largest integrated casino-resort projects in the world and advised in connection with numerous industry-defining M&A transactions. Before that, Adam spent four years as an attorney with Skadden Arps NY. He received his law degree from Harvard University and his bachelor's degree from the University of Pennsylvania.

## **Alejandro Caicedo Benet**

Chief Development Officer - Puerto Rico Tourism Company



Alejandro Caicedo Benet is the Chief Development Officer of the Puerto Rico Tourism Company (PRTC), and the President of the Hotel Development Company, a subsidiary of the PRTC. Mr. Caicedo is responsible for promoting the investment, development and construction of hospitality projects, through PRTC's incentives programs; identifying potential opportunities for new and/or additional air routes as well as cruise transit and homeport calls; advising and assisting investors eligible for financing, tax credits and tax exemptions under the Puerto Rico's Tourism Development Act (Act No. 74); and overseeing the progress of hotel development, concessions, endorsements, and compliance processes among other management duties.

Prior to joining the Puerto Rico Tourism Company, Mr. Caicedo had a successful career in the commercial and corporate banking industry. His responsibilities included management of a diverse portfolios for commercial and corporate clients in various industries such as construction, development and real estate; deal brokering; analysis of portfolio trends and performance; and evaluation, development and implementing recovery strategies. He also serves as a Board Member in the Puerto Rico Business Development Corporation, where he works in collaboration with other associate directors to design effective strategic operating plans and provides insight and direction as part of the Budget Committee and Credit Committee.

## **Alessandro E. Colantonio**

EVP, Acquisitions & Capital Markets - Gencom



Alessandro Colantonio brings 12 years of experience in the hospitality industry and 10 + years with Gencom.

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

Mr. Colantonio's experience has spanned a number of North American, South American, Caribbean and European markets and Mr. Colantonio has been directly or indirectly involved in over \$1.0 B of transaction volume including acquisition, disposition, recapitalization, financing and strategic platform investment strategies.



### **Alex Çakir**

Vice President - Monarch Alternative Capital

Mr. Çakir is an Investment Professional for Monarch. Prior to joining Monarch in 2013, Mr. Çakir was an Analyst at The Blackstone Group in their real estate private equity division where he worked on a variety of European real estate transactions across multiple asset classes.

Mr. Çakir currently serves on the boards of various entities related to investments in European and Puerto Rican real estate. Mr. Çakir graduated from St. John's College at the University of Cambridge with a degree in Economics.



### **Alex Zozaya**

Executive Chairman - Apple Leisure Group

As Executive Chairman of Apple Leisure Group, Alex Zozaya leverages 30 years of industry insight to optimize global synergies between the Group's 14 leading travel and hospitality brands. Today, ALG serves more than 3.2 million guests annually, delivering more North American leisure travelers to Mexico and the Caribbean than any other hospitality company in the world, and positioning itself as the #1 vertically integrated provider of charter flights. Amstar DMC is the largest destination management company in Mexico, Jamaica, and the Dominican Republic. For over 25 years, Amstar has expertly served group, business, and leisure travelers with personalized tours, private excursions, and deluxe airport transfers.

Prior to establishing AMResorts in 2001, Alex held senior positions at Fiesta Americana Hotels & Resorts, where he directed all commercial activities for Latin America's largest hotel consortium. Alex's outstanding contributions to international hotel business have garnered numerous industry accolades, including recognition as "Hotelier of the Year" by Alta Hotelería, for which he received the distinguished Diamante Award; CNN Expansion magazine ranked Alex among the "100 Most Important and Influential Businesspeople in Mexico." In February 2018, Alex was named Vice President of the Mexican National Council of Tourism Companies (CNET for its acronym in Spanish), the main organization for representing the tourism private sector in the country. Additionally, in August 2018, Alex joined the World Travel & Tourism Council (WTTC) Executive Committee as Vice Chairman for Latin America and the Caribbean. The council provides valuable expertise and services to the travel and tourism sector while actively shaping the future of the industry in those regions. On August 29, 2019, after six years as CEO and 20 years participating in the many stages of the company's trajectory, Alex took over the position of Executive Chairman of Apple Leisure Group, where he continues to play a strategic role in the company's expansion.

### **Andrés Osorio, SCA Colombia**

Lead Designer, Hospitality - OBMI



Andrés leads the design team for hospitality projects. With more than 20 years of experience, he brings every client a wealth of creativity, innovation, and technical knowledge that assures a unique destination that reflects the soul of a place.

His extensive hospitality portfolio includes distinctive designs for high-end brands such as the Ritz-Carlton, Westin, Four Seasons, and St. Regis, as well as unique designs for independent boutique hotels. Always seeking to respond to the contextual influences of each location, his hotel designs combine a focus on design excellence with placemaking, emphasizing on functionality and operational aspects to ensure a product that is highly attractive for both operators and end users.

Andrés' global experience includes projects in Latin America, the Caribbean, Canada, and the U.S., complemented by an extensive private portfolio in the Middle East.

# SPEAKERS

## **Andro Nodarse-León**

Founder and CEO - LionGrove Capital



Andro Nodarse-Leon is the founder and CEO of LionGrove Capital, a private equity firm with offices in Miami and Puerto Rico. LionGrove Capital is the co-owner and asset manager of El San Juan Hotel in Puerto Rico, a 388 room, 15-acre luxury lifestyle resort that is one of the most iconic hotel properties in the Caribbean. LionGrove Capital is currently actively pursuing other acquisition opportunities in the hospitality industry in the US and the Caribbean.

Prior to founding LionGrove Capital, Mr. Nodarse-León was co-founder and Managing Partner of LEON, MAYER & Co. (LM) an investment banking and private equity firm based in Miami that, over the course of 12 years, completed dozens of investment banking and private equity transactions across various sectors, including hospitality, education, consumer products, media, entertainment, energy, infrastructure and real estate. While at LM, Mr. Nodarse-Leon served as Co-founder and Co-Chair of the Investment and Executive Committees of Endeavor Schools, a successful roll-up of pre-k to 8th grade private schools in the US which, under LM's oversight, grew to be one of the largest pre-k to 8th grade companies in the US, with 37 private schools across nine states. LM successfully divested Endeavor Schools in 2018.

Prior to LM, Mr. Nodarse-Leon was an investment executive at Kohlberg Kravis Roberts (KKR) in New York City focused on acquisitions in the hospitality, consumer products, media and energy sectors. Prior to KKR, Mr. Nodarse-León was an investment banker at Goldman Sachs in New York City, focused on advising communications, media and entertainment companies in US. Mr. Nodarse-León has served as a member of the Owners Advisory Council for Hilton Corporation, as Vice President of the Board of Directors of the Cuban American National Foundation and as a Board Member for the Albert G. Oliver Scholars Program.

Mr. Nodarse-Leon graduated with honors from the University of Pennsylvania, where he received a Bachelor of Science in Economics from the Wharton School and a Bachelor of Science in Engineering from the School of Engineering and Applied Sciences.

## **Angela Musgrove**

SVP, Investor Services - Invest Turks and Caicos



Angela Musgrove currently serves as Senior Vice President with Invest Turks and Caicos. For more than 20 years she has held cross-disciplined roles in the areas of education, public administration, entrepreneurship and business development. Born and raised in the Turks and Caicos Islands, her familiarity with corporate governance as well as public administration procedures is a significant asset to the Invest TCI team. Her educational background includes graduate and post-graduate qualifications in Economics and Finance respectively.

She was awarded the British Empire Medal in 2013 for her services to youth development in the TCI and is excited about her continued contribution to the development of these islands in her current role as SVP-Investor Services. This role brings a sense of pride and fulfilment, being able to promote the business opportunities available in the Turks & Caicos, attracting investment, that will ultimately improve the quality of life for the people of the Turks & Caicos Islands.

Mother, Wife, and Entrepreneur, she enjoys simple pleasures, including family time and reading. She considers her volunteer work with the youth population as one of the most rewarding ways to spend her leisure time as she firmly believes that you cannot build a nation without first empowering its people!

## **Dr. Avery Shenfeld**

Managing Director and Chief Economist - CIBC Capital Markets



Avery Shenfeld is Managing Director and Chief Economist at CIBC, having been with the firm since 1993. He holds a Ph.D. in economics from Harvard University. A sought-after commentator with a focus on North America, Avery follows economic developments and their implications for financial and asset markets. He has received multiple awards for forecast accuracy, and is a six time winner of the Dow Jones Market Watch award for most accurate forecaster of the US economy. Most recently, he was recognized as the top forecast of the 2018 Canadian economy by both Reuters and Consensus Economics. His prior background includes experience in management consulting, on the economics faculty at the University of Toronto, and lecturing in the summer program at Harvard's John F. Kennedy School of Government. He has addressed numerous business groups and been quoted in the media in the United States, Canada, Asia and Europe.





### **Bill Stadler**

**EVP, Chief Investment Officer - Aimbridge Hospitality**

Bill Stadler has over 35 years of experience in the hospitality industry. Given the depth of his experience and primary focus on real estate and finance, he was appointed Chief Investment Officer of Aimbridge Hospitality in 2014. Prior to joining Aimbridge, Mr. Stadler spent 11 years as an investment sales specialist with HFF and Molinaro Koger where he represented private equity firms, REITs, global hotel companies, and high net worth individuals including such notable companies as Hilton, Hyatt, Marriott, Starwood, Blackstone, FelCor, RLJ, and Host. His transaction experience included single assets as well as large portfolios across all chain scales including Caribbean and Mexican resorts. Mr. Stadler was Sr. Vice President and Chief Acquisitions Officer of FelCor Lodging Trust, whom he joined shortly after their IPO and was responsible for the growth of the company from nine hotels to a portfolio of more than 200 assets with a market capitalization of greater than \$3B. His background further encompasses development and franchise sales positions with Marriott Corporation and Embassy Suites.

Mr. Stadler received a master's degree from the Cornell School of Hotel Administration and B.A. from Denison University. He is an active member of the Urban Land Institute and holds a real estate license in Texas.

### **Bojan Kumer**

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



Bojan Kumer is the Vice President of Lodging Development for Marriott International Inc. and The Ritz-Carlton Hotel Company for the Caribbean and Latin America region and is based in Miami, Florida. Mr. Kumer is responsible for hotel development of all the brands for the Caribbean including Bvlgari Hotels & Resorts, The Ritz-Carlton, St. Regis, W Hotels, The Luxury Collection, JW Marriott, Edition, Autograph Collection Hotels, Renaissance Hotels, Marriott Hotels & Resorts, Sheraton, Westin, Le Meridien, Tribute, Gaylord Hotels, AC Hotels, Courtyard, Four Points, Aloft Fairfield by Marriott, Moxy, Residence Inn, Element, and Marriott Executive Apartments.

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

### **Camilo Bolaños**

**Vice President of Development and Real Estate - Hyatt Hotels Corporation**



Mr. Bolaños is currently in charge of development and strategic business planning in Latin America for Hyatt with a specific emphasis in Mexico, Central America and the Andean region in South America. He is focused in not only refining, but also spearheading the development strategies for these markets and structuring deals that bring together local needs and opportunities while successfully satisfying Hyatt's mid- to long-term business model.

In his role, Mr. Bolanos is also responsible in utilizing and leveraging Hyatt's strong balance sheet through key asset acquisitions and the establishment of joint venture partnerships. Mr. Bolaños is a 17-year industry veteran having held senior level positions at leading companies such as Real Hotels and Resorts, Avianca Airlines and Carlson Restaurants Worldwide.



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# SPEAKERS

## **Carter Wilson**

Senior Vice President, Consulting & Analytics - STR



Carter oversees STR's Consulting & Analytics practice, which is tasked with using the company's deep repository of hotel-performance data to answer the most complex of client questions. The Consulting & Analytics group also oversees STR's Custom Forecast product, the HOST/P&L program, comp set selection and optimization, and the Bandwidth, RPM, and Pulse Reports. Carter has over three decades of experience in the hospitality industry and has extensive public-speaking experience, lecturing frequently at major conferences and company events.

## **Chris Barbe**

Senior Vice President - dck worldwide



Chris Barbe has over 25 years of experience in the commercial construction industry, managing business throughout the Caribbean, Asia Pacific region, and North America. Since joining dck worldwide, his responsibilities have included leading sales, marketing, operations, and managing projects across hospitality, retail, multi-family, government, commercial, heavy industrial, and luxury residential market sectors.

As Senior Vice President, Chris is responsible for development and pre-construction of projects across dck worldwide, which is one of the leading commercial construction companies and building solutions providers in the Caribbean. Chris understands the importance of delivering projects that are aligned with the design, program, and overall financial plan. In addition, he oversees the company's Capital Solutions Group, which is uniquely positioned to bring financing opportunities to clients' projects.

Chris's hospitality accomplishments with the company include marque projects across the Caribbean islands for some of the most recognizable hospitality brands, such as Four Seasons, Rosewood, Belmond, Ritz-Carlton, Hilton, and Marriott, among many others.

## **Christian Charre, CRE, FRICS**

Senior Vice President - CBRE Hotels



Christian Charre is a Senior Vice President with CBRE Hotels, focused on serving owners and investors in Florida, the Caribbean and Latin America. A hospitality professional with more than 25 years of expertise, Mr. Charre has sold in excess of \$6 billion in hotel assets and has been involved with the operations, underwriting and asset management of numerous hotels and resorts worldwide. Prior to joining CBRE, Mr. Charre formed The Charre Group where he and his team earned a reputation in South Florida as a trusted real estate investment banking firm and advisor dedicated to the lodging industry. Mr. Charre also spent 10 years with Jones Lang LaSalle Hotels in Miami where he opened their Latin America and Caribbean office and built relationships with investors and lenders throughout Latin America and the Caribbean. During his tenure, he was involved in transactions, financing, asset management, operator selection and valuation throughout the region.



### **David Beckley**

Senior Vice President - Willis Towers Watson

David has over 16 years of commercial insurance industry experience with the last ten serving as a Client Advocate at the global advisory brokerage firm, Willis Towers Watson. David's expertise focuses in the Real Estate and Hospitality industry. His responsibility as a Client Advocate as part of WTW's Real Estate & Hospitality Practice is to coordinate the firm's global resources in the design and implementation of multinational risk management programs for our Real Estate and Hospitality clients, providing account management, service delivery and resource coordination for owners, developers and operators throughout the lifecycle of engagement from (re)development to operation. Under his leadership, WTW has assisted clients in the placement of complex insurance programs and large claim recoveries for clients in the Caribbean.

David has a Bachelor of Science degree in Applied Economics, Phi Beta Kappa, and Master of Science degree in Applied Economics, summa cum laude, from Florida State University.

### **David Kosoy, J.D.**

Chairman & CEO, Director - Sterling Global Financial Limited



David has over 40 years of real estate and mortgage lending experience. Since 2006, David has been the Principal and President of Nassau based, New Providence Capital Management Ltd – a closed end mortgage fund and direct lender. From 2000 to 2007, he was Co-CEO and Co-Chairman of publicly listed Sterling Centrecorp Inc. and from 1991 to 2000, he was the founder of the Sterling Companies based in Palm Beach, Florida. Earlier in his career, David was the Principal of Brother Developments from 1971 to 1991. Mr. Kosoy is a law graduate from Osgoode Hall Law School and from 1973 to 1979, he practiced law in Toronto, Canada. David is a full-time resident of the Bahamas and works out of the Bahamas office.

### **David Larone**

Senior Managing Director - CBRE Hotels



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

He has worked extensively within the hotel and resort sector nationally and provincially in undertaking numerous operational reviews, development studies and appraisals on behalf of owners, developers and lenders. David has considerable experience with resort development and hotel valuations in the Caribbean and Latin America with recent experience in Belize, Panama, Dominican Republic, Antigua, Trinidad and Tobago, Bahamas, Anguilla, Barbados and Bermuda.

# SPEAKERS

## **Diane Edwards** President - JAMPRO



Diane Edwards is the President of Jamaica Promotions Corporation (JAMPRO) – the national investment and export promotion agency. Possessing a wealth of knowledge and experience in international marketing and business development, Ms. Edwards is committed to developing and advancing Jamaica's business brand.

Under her leadership, JAMPRO has facilitated approximately US\$1.75 billion in investments, US\$1.29 billion in export sales, and created 51,000 jobs. She has also led JAMPRO's transformational development to serve as a catalyst for wealth creation through increased customer focus and more effective marketing communications programmes and has promoted a culture of innovation to facilitate and support the development of new industries in Jamaica, such as shared services, medical tourism and cannabis. She has also been a strong advocate for transformation of the nation's business environment, with new initiatives including National Business Portal, National Investment Policy and Top 10 Doing Business Report ranking. Ms. Edwards has also served as the President and a Board Member of the Caribbean Association of Investment Promotion Agencies (CAIPA).

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

## **Honorable Dionisio D'Aguilar** Minister of Tourism - Bahamas



In May 2017, the Honourable Dionisio D'Aguilar was appointed Bahamas Minister of Tourism and Aviation with the goal of increasing the number of visitors to The Bahamas, while simultaneously improving the overall international visitor experience. The new tourism minister believes that a renewed focus on the country's greatest natural resources of sun, sea and sand, complemented by authentic local food and beverages; arts and handicrafts; music and entertainment; and exposure to The Bahamas' unique history, can successfully differentiate the destination in the sophisticated global vacation marketplace.

In June 2017, D'Aguilar was also named Chairman of the Caribbean Tourism Organization (CTO), the Caribbean's tourism development agency comprising more than 30 countries and territories, as well as a myriad of private sector members.

D'Aguilar previously served as CEO of Superwash Limited, and has served on several corporate boards including AML Foods, J.S. Johnson and Baha Mar. He also has an active community service record as former president of the Bahamas Breast Cancer Initiative, former president of the Bahamas Chamber of Commerce, and former honorary consul of the Kingdom of the Netherlands in The Bahamas. He studied at Cornell University in New York, where he received a Bachelor's of Science in Hotel Administration and a Master's in Business Administration. He is also a Certified Public Accountant.

## **Honorable Dominic Fedee** Minister of Tourism - Saint Lucia



The Honourable Dominic Fedee is a Saint Lucian politician, parliamentarian, and Cabinet Minister. Dominic Fedee was born in Guyana to a Saint Lucian father and Guyanese mother. Dominic Fedee studied at Cardiff, Wales and is a Caribbean tourism practitioner and former Journalist. The esteemed minister is also a former OECS regional Public Relations Officer for Sandals Resorts.

On 14 June 2016, Fedee was appointed Minister in the Office of the Prime Minister with responsibility for Tourism, Information and Broadcasting. On 1 November 2018, he was appointed Minister of Tourism, Information, Broadcasting, Culture, and Creative industries.



## **Donald Kiel**

Partner - K&L Gates, LLP

Donald Kiel is a partner at the law firm of K&L Gates LLP. For more than 30 years he has focused his practice on representing policyholders in commercial insurance disputes. His practice includes litigating coverage disputes, where necessary, as well as counseling policyholder-clients regarding resolution of coverage disputes without litigation as well as assisting clients with the negotiation of insurance policy language. While Mr. Kiel's insurance recovery practice encompasses work in connection with the full gamut of commercial insurance policies, he has handled many large weather-related insurance recovery matters under property insurance policies, including two current matters representing resort properties in Puerto Rico that suffered large insured losses arising from Hurricane Maria.



## **Honorable Edmund Bartlett, CD, MP**

Minister of Tourism - Jamaica

Recognized for his wide-ranging expertise and accomplishments in the political arena, Honourable Edmund Bartlett has given over thirty-five years of service to Jamaica, working both in the Senate and in the House of Representatives.

Mr. Bartlett was first appointed Minister of Tourism in 2007, serving until December 2011. Prior to this appointment, he already had a solid track record of service as an outstanding legislator in central government in both Chambers of Parliament. While serving in the shadow Cabinet following his first stint as Tourism Minister, Mr. Bartlett traveled the world forging alliances with strategic partners for global initiatives. He returned to the helm of the Ministry of Tourism following his party's victory in Jamaica's February 2016 general election.

As one of the world's leading Tourism Ministers, Mr. Bartlett has represented Jamaica regionally and internationally. Recently, he chaired the Board of Affiliate Members of the United Nations World Tourism Organization (UNWTO) and during his first tenure as tourism minister he served as Vice Chairman of the Executive Council of the UNWTO, representing the Americas. He is the first to serve on the executive of both the public and private sector arms of this prestigious organization. Mr. Bartlett has also served on the Council of Ministers for the Caribbean Tourism Organization (CTO) and as Vice Chairman of CTO. This wealth of experience has made him a much sought-after speaker at tourism-related fora.

Mr. Bartlett is an ardent proponent of public private partnerships (PPPS), which he considers essential to the sustainable development of the tourism industry. These alliances span the various sectors, locally and internationally, that make up tourism, including transportation, agriculture and manufacturing. Some of these partnerships have taken the form of foreign direct investment, particularly in the area of accommodation.



## **Fernando Fernandez**

Vice President of Development, Caribbean - Apple Leisure Group

As Apple Leisure Group®'s Vice President of Development, Fernando Fernandez leverages over three decades of experience in hotel operations, consultancy and development to accelerate the group's expansion goals in key markets. Fernando is responsible for increasing the company's footprint in the Caribbean and Latin America by securing partnerships with hotel owners and developers in these high-demand markets.

Prior to joining Apple Leisure Group, Fernando spent eight years as Vice President of Development for Meliá Hotels International in Europe, across the Americas and the Caribbean. During his tenure, Fernando successfully negotiated high-profile additions to Meliá's management portfolio, including Meliá Jamaica, which introduced Spain's largest hotel company to the English Caribbean. He also oversaw the addition of Me Miami and Meliá Cartagena de Indias in Colombia among others.

In addition to his work with Meliá Hotels International, Fernando managed key accounts for LRA Worldwide, including Starwood Hotels & Resorts (Latin America), Grupo Posadas (México), Interstate Hotels & Resorts (USA), Accor Hotels (Latin América), Pestana Hotels & Resorts (Portugal), Delta Hotels (Canada) and Oberoi Hotels and Resorts (India).

Fernando received a degree in Hotel & Tourism Management from Escuela Oficial de Turismo in Madrid, Spain, before acquiring additional training in Hotel Management at the Hotel Institute Montreux in Switzerland. Fernando graduated with honors from the University of South Carolina, earning a B.S. in Hotel, Restaurant and Tourism Management.



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# SPEAKERS

## **Fernando Mulet**

Chief Development Officer & EVP - Playa Hotels & Resorts



With over 15 years of international hotel experience, Mr. Mulet has played a prominent role in the acquisition, development and asset management of the Playa Hotels & Resorts portfolio and heads the Acquisitions Group for the company.

Prior to joining Playa Hotels & Resorts, he was the Director of International Investments & Asset Management with Highland Hospitality Corporation (NYSE: HIH). He helped HIH to successfully structure and close its first acquisition in Mexico. A native of Spain, Mr. Mulet began his career in the hospitality industry in 1999 at Barceló Hotels & Resorts. During his tenure at Barceló, Mr. Mulet held different positions both at the corporate and hotel level in Mexico, Spain and in the US.

He earned his Business Administration degree at the Universidad Pontificia de Comillas in Madrid, Spain. He continued his education in the US at Cornell University where he earned a certification in Real Estate, Development and Hotels Investment from The School of Hotel Administration at Cornell University.

## **Gary Brough**

Managing Director – KPMG



Gary is the Managing Director for KPMG in Turks & Caicos Islands and Head of KPMG's Travel, Leisure & Tourism ("TLT") group in the Caribbean with offices in Antigua & Barbuda, Aruba, Bahamas, Barbados, Bermuda, Bonaire, BVI, Cayman, Dominica, Jamaica, St Lucia, St Maarten, St Vincent & Grenadines, Grenada and Trinidad & Tobago. KPMG's TLT group provides a wide spectrum of audit, advisory and tax services throughout the region.

Gary has advised many regional governments on TLT related matters. He is currently lead partner on an engagement to advise the Turks and Caicos Islands Government on a National Tourism Policy and Strategic Implementation Plan. Gary is client service partner to a variety of world renowned luxury resorts. He has led many TLT related advisory engagements involving market studies, feasibility studies, economic impact studies and raising of debt and capital. He has extensive experience on numerous TLT restructuring and "turn around" engagements both locally and internationally. Gary is a regular moderator and speaker at tourism industry conferences.

## **George Spence**

Managing Principal– Leading Property Group



George Spence is an active participant in the hotel, resort and tourism sector in Latin America and the Caribbean. As a Managing Principle of the Leading Property Group, George assists regional companies and hotels in raising equity and debt capital, mergers and acquisitions, and advisory services on asset sales and growth initiatives. George assists equity funds in the identification, execution and management of transactions involving multiple and single property hotel portfolios, and also assists banks and other creditors in the management and disposition of hotel and hospitality real estate. Hotel and project owners, and providers of equity and debt funding, find George's hands-on experience in roles as operator, developer, equity owner and debt provider over several decades in the region useful and pragmatic, especially when relatively complex deals with multiple stakeholders and jurisdictions are involved. An example is the successful 2014 sale process arranged by Leading Property Group of Decameron Hotels & Resorts, a regional hotel company with 27 owned, leased and managed hotels in seven countries. This deal was recently recognized in September, 2014 as the Deal of the Year at SAHIC, the South American Hotel Investment Conference.



**Gonzalo J. Gonzales**  
Managing Partner - bvk Miami

Gonzalo has a degree in Social Communication and MBA from Universidad Católica Andrés Bello in Caracas, Venezuela. He has had a successful career of more than 30 years in prestigious international advertising agencies such as Leo Burnett, DRM and BVK. He is one of the industry pioneers in the US Hispanic market and is currently a partner of BVK, a full-service communications agency based in Milwaukee, with a broad experience in the tourism category and located among the first 25 independent advertising agencies in the United States.



**Herbert Hall**  
Vice President - Investment Banking - NCB Capital Markets

Herbert Hall joined NCB Capital Markets in October 2007 and currently holds the post of Vice President, Investment Banking prior to which he was the Assistant Vice President of the Investment Banking team. He has also held the post of Executive Corporate Wealth Advisor with the Corporate Sales Team as well as Global Economist within the Research Team. Mr. Hall has significant experience in structuring and arranging complex corporate transactions and has led some of Jamaica's largest capital market deals.

He also has experience in investment analysis and advisory, client portfolio allocation and management as well as strategic management and planning. Prior to joining NCB Capital Markets, Mr. Hall was the Group Economist for National Commercial Bank Jamaica Limited and he has also held the post of Monetary Economist with the Bank of Jamaica.

Mr. Hall holds a BSc. in Economics & Management (Hons.) and a MSc. in Economics, both from the University of the West Indies as well as a MSc. in Finance from the University of Leicester. He is a voting member of the University of Technology's Bachelor of Science in Entrepreneurship Course Advisory Committee and a past Director of the Small Business Association of Jamaica.



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

Ilan Marcoschamer joined Banco Sabadell as SVP of Commercial Real Estate, Hospitality and Tourism in November 2018. Prior to joining Banco Sabadell, Ilan spent nearly 20 years in hospitality financial advisory services, including an 11 year tenure at PwC's Hospitality and Leisure Practice, a four year tenure at Glacier Global Partners – a New York-based real estate investment firm, and a four year tenure at the Alvarez & Marsal Hospitality & Leisure Group.

Over the course of his career, Ilan has served a wide spectrum of clients globally, with a particular focus on the Latin America and Caribbean regions, including but not limited to private equity funds, hotel management companies, financial institutions as well as a number of high net worth private clients. As a result, Ilan possesses vast knowledge and expertise in hospitality consumer trends, market fundamentals, industry operational best practices, acquisition and debt underwriting and structuring, and asset management.

Ilan has a Bachelor of Arts degree in Political Science from Brandeis University and a Master of Management in Hospitality degree from Cornell University's School of Hotel Administration, in addition to serving as tank commander in the Israeli Defense Forces.



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# 2019 Resort Openings & Updates

Following our growth strategy and commitment to expanding our company's footprint in Mexico and the Caribbean, Playa Hotels & Resorts is proud to announce, after multimillion-dollar investments, our latest 2019 milestones.



**HYATT ZILARA** and **HYATT ZIVA CAP CANA** have been named the “most anticipated resort openings of 2019.” The newest resorts for the Hyatt All-Inclusive brands tout the largest meeting and convention space within the Playa portfolio, a state-of-the-art fitness facility and the first full-sized waterpark at a Hyatt Ziva or Hyatt Zilara resort.



The newly renovated and expanded **HILTON LA ROMANA** offers an experience for adults (now open) and a separate setting for families slated to debut December 2019. The new resorts, which serve as a perfect backdrop for leisure travel, social groups and destination weddings, offer a high-touch all-inclusive experience.



Just steps from Playa del Carmen's famous Fifth Avenue, the AAA Four-Diamond-rated **HILTON PLAYA DEL CARMEN** boasts lavish all-suite accommodations, world-class dining options and endless luxury for adults only. The beloved all-inclusive is currently undergoing a full renovation, which is expected to be complete by the end of 2019.

# SPEAKERS

## **Isabel de Caires**

Director - CIBC FirstCaribbean



Isabel is a Director in Investment Banking at CIBC FirstCaribbean International Bank. In the last two years the Investment Banking team has led over US\$2 billion in various financing and advisory mandates, including several structured and syndicated financings, regional and international (US) bond private placements, and various primary and secondary equity offerings. Isabel is responsible for regional Caribbean coverage of the Bank's top-tier corporate and sovereign clients, and providing relationship and transaction support on a wide range of financing and advisory mandates. Since joining CIBC FirstCaribbean in 2010, Isabel has become the Bank's Hospitality & Real Estate Industry expert; with a primary focus on delivering financial solutions within these sectors. She has had a diversified financial services career spanning 14 years, having worked for both PwC and EY prior to joining CIBC FirstCaribbean. She holds a BBA in Finance from the University of Miami and is a qualified chartered accountant.

## **Jared Melnick**

Principal - KSL Capital



Jared Melnik is a Principal with KSL Capital Partners, a private equity fund dedicated to investing in travel and leisure businesses with over \$7.4 billion in equity capital commitments raised since 2005. With 11 years at KSL, Jared leads the firm's efforts in Mexico and the Caribbean, including its investment in Apple Leisure Group. Previously, he worked as an investment banker in the Gaming and Leisure Group of Merrill Lynch. He holds a B.S. in Finance and International Business (magna cum laude) from New York University's Stern School of Business. Additionally, he is a CFA charterholder.

## **John Lancet, MAI**

Managing Director, Miami – HVS



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



### **Dr. John C. Niser**

Director - Fairleigh Dickinson University

Dr. John Niser serves Fairleigh Dickinson University as Director of the International School of Hospitality and Tourism Management since the 2019. The school has several campuses in New Jersey, one in Canada and a study abroad campus in the UK. The school offers professional graduate programs and undergraduate degrees focused on lifestyle branding, revenue optimization and the luxury segment of the industry. He is a fellow member of the Hotel Distribution Network Association and plays an active role with key industry partners in the digital marketing space.

Previously, he was chair of the Hospitality and Tourism Management at Purdue Fort Wayne and President of Hotel Schools of Distinction a global partnership of premiere hotel schools. Before moving to the USA John was CEO of two of the most prestigious Swiss Hotel schools. His professional experience started in international hotel management giving him a solid practical operational knowledge of the field of Hospitality Management. He followed this experience managing hotels in Europe and North Africa with formal studies in Psychology at Geneva (Switzerland) University and earned a doctoral degree focused on young adult development earned from Anglia Ruskin University (UK).

### **Jonas Niermann**

Financial Instruments Structured Products & Real Estate – PwC



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

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

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

### **José Carlos Azcárraga**

CEO - Grupo Posadas



José Carlos Azcárraga is the CEO of Grupo Posadas. He is an Industrial Engineer with an MBA from J.L. Kellogg School, Northwestern University. Prior to Grupo Posadas, he worked for Booz Allen & Hamilton and for Chase Manhattan Bank in New York City.

José Carlos began his career within Grupo Posadas in 1994, leading different areas including: Real Estate Division, Vacation Ownership and Hotel Sales & Marketing.

Posadas is the leading and fastest growing hospitality company in Mexico, with 180 hotels, resorts and vacation properties in its portfolio that includes almost 30,000 rooms and 52 hotels under development. Posadas currently has more than 19,000 employees and is listed on the Mexican Stock Exchange.

In more than 50 years since the opening of the first hotel, Posadas has defined the hospitality industry in Mexico and established a portfolio of 10 highly recognized brands that include: Live Aqua, Fiesta Americana, Fiesta Inn, One Hotels and Gamma, among others.

Jose Carlos is a member of the Board of Directors of Grupo Posadas, ARDA (American Resort Development Association), CNET (National Board of Mexican Private Tourism Enterprises), President of Communication Council, and recently Citibanamex Advisory Board.



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\*Global Finance Magazine, 2016.

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# SPEAKERS



## **Honorable Joseph Boschulte**

Commissioner – U.S. Virgin Islands Department of Tourism

Joseph Boschulte is the Commissioner for the U.S. Virgin Islands Department of Tourism. Commissioner Boschulte brings to the tourism department vast experience in business and in government as well as a track record of improving organizational performance and growth. He formerly served as President and CEO of The West Indian Company Limited (WICO), where he currently serves as Chairman of the Board of Directors. Commissioner Boschulte, who earned an MBA from Darden School of Business at the University of Virginia, has held high-level positions in transportation, utilities, telecommunications, finance, government development and investment banking. A strategic team leader, Commissioner Boschulte served as Chief Financial Officer of both the Virgin Islands Water and Power Authority and the Government of the Virgin Islands Employees' Retirement System. He has also chaired the VI Public Services Commission and currently sits on the board of the Virgin Islands Port Authority. A former Vice President of Institutional Advancement at the University of the Virgin Islands (UVI) and Executive Director for UVI's Reichhold Center for the Arts, Commissioner Boschulte previously served as Senior Vice President, Corporate Finance with Wachovia Securities in Atlanta, and Vice President of Banc of America Securities in Charlotte and New York City. Commissioner Boschulte and his wife Aisha are the proud parents of Jaeden and Janae.



## **Kevin Dallas**

CEO – Bermuda Tourism Authority

Kevin is CEO of the Bermuda Tourism Authority, the organisation charged with Bermuda's destination marketing and sales, managing the visitor experience, and enabling investment in the island's tourism sector.

Prior to returning to Bermuda in 2016, Kevin was Chief Product and Marketing Officer for Worldpay plc, a FTSE 100 financial technology company specialising in global e-commerce across the airline, travel, retail and digital sectors. Before Worldpay Kevin spent 14 years in management consulting, first at Monitor Group (now Deloitte), and then as a Partner at Bain & Company.

Kevin was recently recognised as an AFAR Travel Vanguard 2018 for "shaping the future of travel, and in the process, helping to make the world a better place".



## **Kristina D'Amico**

Director – HVS, Miami

Kristina D'Amico is a Director in the HVS Miami office. Her expertise spans consulting and valuation for both existing and proposed hotels and resorts throughout South Florida, the Caribbean, and Latin America. Kristina's significant international consulting and appraising experience includes assets in the Caribbean Basin across 17 Caribbean islands, as well as the Riviera Maya region of Mexico and various countries in Latin America. In particular, due to her creative thinking abilities and her skill with complex projects, she has an extensive background in consulting and valuation of proposed and existing all-inclusive resorts, as well as mixed-use resorts with a residential component. She is a state-certified general real estate appraiser and is working through the final requirements for her MAI designation.



### **Kyle James**

**Business Development Manager - Bermuda Business Development Agency**

Kyle manages foreign direct investment at the BDA, helping cultivate inward investment in Bermuda's infrastructure, including hotel and tourism development. Prior to joining the BDA in 2018, he spent four-and-a-half years at the Bermuda Tourism Authority, overseeing special projects before serving as assistant investment manager. He worked to stimulate capital investment and facilitate immigration, permits and tax issues, and also helped create investor-friendly legislation to increase Bermuda's competitiveness.

### **Laurent de Kousemaeker**

**Chief Development Officer, Caribbean & Latin America - Marriott International**



Laurent de Kousemaeker is the Chief Development Officer for Marriott International Inc. in Latin America and the Caribbean (CALA) region. He has 20+ years' experience in the hospitality industry - from hotel operations, marketing, finance, valuation, transaction and development experience.

Based in Miami, Mr. de Kousemaeker leads the growth strategy and transactions for all 30 of Marriott's brands in the region. His team comprises of experienced, talented regional transactors located in Miami, Mexico City, Bogotá, Santiago de Chile and São Paulo.

Prior to his current position, Mr. de Kousemaeker was Senior Vice President Development for the same region based in Marriott Headquarters in Bethesda Maryland and, prior to that, Vice President Development for EMEA, based in Madrid.

Before joining Marriott in 2005, Mr. de Kousemaeker was managing director of HVS International's Madrid office, which he opened in 2002. From 1999 to 2002, Mr. de Kousemaeker was a senior associate at HVS International's office in London. Prior to that, he worked in a range of hotel operations departments for several years in Europe and the Caribbean.

Having lived in different 12 countries, his cross-cultural exposure and language skills (French, Dutch, English, Spanish and basic understanding of Portuguese) are well suited to the task of crossing cultural divide among stakeholders from different continents.

### **Leora Halpern Lanz, ISHC**

**Principal - LHL Communications**



Leora Halpern Lanz, ISHC has been an active leader and participant in the field of hospitality public relations and marketing communications since 1985 and strives to stay at the forefront. She is the Principal of LHL Communications, specializing in branding and marketing strategy as well as press relations for hotels, hospitality management and advisory companies, hotel and regional hospitality investment conferences, leisure experiences, and more.

She also serves as a full-time faculty member and Chairman of the Master of Management in Hospitality (MMH) program at Boston University's School of Hospitality Administration (SHA), while also teaching Advanced Marketing Planning and Digital Marketing Strategies for Hotels and Restaurants (at the undergraduate and graduate levels). Additionally, she is the Chair of the annual SHA Hospitality Leadership Summit, held in Boston and open to executives in the hospitality industry.

In February 2017, Leora was named one of the Top 25 Extraordinary Minds in Hospitality Sales and Marketing in the Americas by the Hospitality Sales & Marketing Association International (HSMIAI). In April 2017, she was named Professor of the Year by the Student Government of the Boston University School of Hospitality. In 2010 she earned the distinction as Sales & Marketing Professional of the Year by the New York chapter of HSMIAI.

Prior to establishing LHL in April 2014, Leora worked for 15 years as the Global Director of Marketing & Communications for HVS, the leading international hospitality consulting and services firm. She also headed HVS' marketing communications practice, advising and servicing the sales, public relations, social media and branding assignments for hotel owners, operators and developers. Before joining HVS, she served for nine years as Director of Public Relations & Advertising for the ITT Sheraton Hotels of New York and for five years as Director of Public Relations for the Greater Boston Convention & Visitors Bureau. Leora is a member of the Public Relations Society of America, the Society of American Travel Writers, the Hospitality Sales & Marketing Association International, and the International Society of Hospitality Consultants. Leora earned a bachelor's degree from Cornell University and a masters from Boston University. Her articles have been reprinted in dozens of industry publications.

# SPEAKERS



## **Liam Day, BSc FRICS ACI Arb**

Managing Director – BCQS International

Liam is the Managing Director of BCQS International ([www.bcqs.com](http://www.bcqs.com)), the largest property and development consultancy in the Caribbean and Latin America with twelve offices and over eighty staff.

Liam has over thirty years of experience providing quantity surveying, project management, project monitoring and appraisal services to both public and private sector clients. He has lived and worked in the Caribbean since 1990 and has personally worked on projects in Anguilla, Aruba, Bahamas, Barbados, Belize, Bermuda, Bonaire, Cayman Islands, Costa Rica, Cuba, Curacao, Dominican Republic, Jamaica, Puerto Rico, Providenciales, St. Lucia, St. Maarten, St. Thomas, Tobago and Tortola.

Liam has a BSc in quantity surveying from Leeds Metropolitan University. He is a Fellow of the Royal Institution of Chartered Surveyors and an Associate of the Chartered Institute of Arbitrators. Additionally, Liam is an RICS Registered Valuer, an RICS APC Assessor and sits on the RICS Americas Eminent Panel and Education and Standards Board.

## **Louis Alicea**

Senior Director of Development - Wyndham Resorts



Lou began his hospitality career in operations management, starting in the luxury resort market in San Juan, Puerto Rico, and New York City, and holding progressively responsible positions with Trusthouse Forte, Holiday Inn, and luxury independent properties. His 40-plus successful years have encompassed virtually all facets of the hotel and resort industry. He has specialized in the management of small luxury boutique properties offering adventure activities in destinations such as Guatemala, Honduras, and the Out Islands of the Bahamas. He successfully handled challenges those remote locations presented, in maintaining standards of both product quality and guest experience, which were required as hotel members of the 'Small Luxury Hotels of the World' and 'Conde Naste' collections.

He held regional operations positions and hotel general manager positions with Trusthouse Forte in the late 1980's. Later, he oversaw the regional operations for the Caribbean and Mexico with Quintess Club, Leading Residences of the World. Since 2008, he has handled franchise and management development as Senior Director of Development, with Wyndham Hotel Group covering different areas of the Caribbean, Mexico and Latin America for the 20 brands offered by the company.

## **Mario Mathieu**

SVP, Business Development, Design and Construction - Karisma Hotels & Resorts



Mario Mathieu joined Karisma Hotels & Resorts in 2012 and is currently Sr. VP of Business Development, Design and Constructions. Mario has 30 years of worldwide operational hospitality experience, management and finance degrees from Cornell University. Prior to joining Karisma Hotels, Mario had spent 15 years with Fairmont Hotels and Resorts in a variety of leadership positions. In 2015, he opened Nickelodeon Hotels and Resorts as Regional Director of Operations prior to taking on his role as Vice President of New Build and Product Development. His level of competence in strategic business planning and project implementation, allowed him to manage the New Builds and Products department since August 2016 and Over the past 3 years his focus has been on developing a division able and ready to deliver on Karisma's growth strategy. Demonstrating superior managerial capabilities and accomplishment-orientation goals, in 2019 he was promoted to Sr. VP of Business Development, Design and Constructions.



### **Martyn Bould, MBE**

Chairman - Bould Consulting Limited

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

Martyn is Chairman of Bould Consulting Limited, operating throughout the Caribbean, with responsibility for the delivery of key projects with practical expertise in Development Project Management of large, fast track mixed use developments; specialty being the analysis and management of risk in construction projects in the Caribbean and skilled in strategic problem solving of complex projects. Martyn is President of several property development and holding companies having developed for his own account office buildings, luxury residential condominiums, houses, warehousing, shopping centres and sports clubs.

He is an Arbitrator, Mediator and Expert Witness for and Lecturer on, Construction Claims both large and small throughout the Region. Martyn was Project Director for the Export / Import Bank of China for the US\$ 3.4b Baha Mar Resort in Nassau and advises on the development of hotels and resorts throughout the Caribbean. Martyn was appointed a Member of the Most Excellent Order of the British Empire (MBE) by Her Majesty, Queen Elizabeth in 2012.

### **Matthew J. Norton, Esq.**

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



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

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

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

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

### **Mauricio Elizondo**

Director of Development, Resorts - Grupos Posadas



Mauricio has been involved in the hotel industry for more than 14 years; he currently serves as Development Director, with the responsibility of growing Posadas' resort portfolio in both Mexico and the Caribbean.

Previously, Mauricio led the Revenue Management & Distribution department for over 8 years and was also Director of vacation ownership products for 3 years; he has been involved in the launch of new brands, its successful all-inclusive model, and in the opening of more than 70 hotels.

Mauricio is based in Posadas headquarters in Mexico City.

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# SPEAKERS



**Michael Register**  
Principal - Trust Hospitality

Michael Register is EVP of Business Development and Legal Counsel for Trust Hospitality, a management company focused on independent boutique hotels. In addition, Michael works with investment partners to source hotel properties for acquisition or development.

Prior to Joining Trust Hospitality, Michael was in charge of business development and legal matters for Nikki Beach worldwide. At Nikki Beach, Michael was responsible for sourcing over 20 new hotel and other F&B development projects around the world.

Prior to working in the hospitality industry, Michael was the co-founder of a successful software company. Previously he practiced international corporate and business law, including two years at the Pinheiro Neto Law Firm in Sao Paulo, Brazil. Michael received his J.D. from Cornell Law School where he was a member of the Cornell Law Review and his B.A., magna cum laude, in Latin American Studies from Vanderbilt University.



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

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

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

Mr. Hecker graduated cum laude from Harvard Law School where he received a J.D. and graduated phi beta kappa and magna cum laude from Brown University where he received a B.A. in Economics and Political Science.



**Pablo Maturana**  
Development Managing Director, South America & the Caribbean - Hilton

Pablo Maturana, Development Managing Director for South America and the Caribbean, is responsible for the development and expansion of Hilton brands in the region.

Pablo brings great expertise in the real estate industry with experience in different sectors, such as, retail, multifamily and now hospitality.

Working for Cencosud, one of the most relevant multi format retailers in Latin America, Pablo served in different real estate-related executive roles until he became responsible for the organic growth of the company in Brazil, Peru, Argentina, Chile and Colombia for all formats, in addition to serving in some company boards.

Pablo earned a Master of Business Administration degree from Hult International Business School in Boston, Massachusetts, holds a bachelor degree in Civil Construction from Pontificia Universidad Católica de Chile and a Certificate in Hotel Real Estate Investment and Asset Management from Cornell University.

In his leisure time he practices sports, including skiing and was a member of the National Ski Patrol in the U.S and in Chile for several years.





### **Patrick Freeman**

President - Cisneros Real Estate

As President of Cisneros Real Estate Patrick is responsible for the consolidation, development, and strategic positioning of the company's global real estate portfolio. The principle focus of Cisneros Real Estate today is the development of Tropicalia, a sustainable luxury development encompassing thousands of acres and miles of coastline on the Bay of Samaná in the Dominican Republic. In 2018 he secured \$119.5 million in development bank financing with IFC and IDB Invest for the Four Seasons Tropicalia, leveraging the project's sustainability and positive development impact.

Prior to joining Cisneros, Patrick worked in both the hospitality sector with Auberge Resorts and the design and engineering world having served as Engineer of Record for over \$2 Billion in significant public and private infrastructure projects across the western US.



### **Prem Devadas**

President - Salamander Hotels & Resorts

In 2005, Prem Devadas joined Sheila Johnson to form Salamander Hotels & Resorts. As its President, Prem oversees the company's development and management of iconic luxury properties including the Forbes Five Star Salamander Resort & Spa in Middleburg, Hotel Bennett in Charleston, Half Moon in Montego Bay, and three Florida resorts – Henderson Beach Resort in Destin, Hammock Beach Resort in Palm Coast and Innisbrook Resort in Tampa Bay.

Prior to Salamander, Prem served as Managing Director of an exclusive portfolio of family owned Five Star properties, overseeing the restorations of the historic Jefferson Hotel in Richmond and the Hermitage Hotel in Nashville, and the repositioning of Kiawah Island Resort, including the development and opening of the Sanctuary at Kiawah Island, a grand beachfront hotel which is hailed as one of the world's best.



### **Rafael Torres**

CEO & Founder - Luxe Capital

Rafael Torres has occupied executive positions such as President at Casa de Campo Resort & Villas, Managing Director at Melia Hotels International for the Paradisus luxury brand in the Caribbean and most recently CEO & Founder of Luxe Capital Americas LLC. As a hospitality professional, Torres has a track record of taking underperforming business, brands or assets and growing/repositioning them within a short timeframe. He has proven to be a strong commercial leader able to drive profitability through operational optimization and creating innovative products.

# SPEAKERS

## Ray Klien

Head of Investment Banking Division - Republic Bank Limited



Ray is the Head of the Investment Banking Division of Republic Bank Limited, the leading capital markets group within the Caribbean providing various financial-related and other services to individuals, corporations, and governments such as raising financial capital by underwriting or acting as the client's agent in the issuance of securities. He has over 10 years of combined experience in investment banking and wealth management. Prior to joining Republic Bank, Ray was a Vice President at Citigroup within its Institutional Client Group, where he structured alternative investment products for professional family offices. Before Citi, Ray worked at Morgan Stanley, where he ran a \$13 billion alternative investment platform for high net worth clients to invest in private equity and real estate opportunities. He holds a Bachelor of Science in Finance and a Master of Business Administration from Columbia University of New York.

Ray serves on the Board of Literacy Incorporated, a non-profit organization based in New York that promotes reading for children in low-income communities throughout New York City. He is also the current President of the Columbia Business School Alumni Club of the Caribbean. Ray holds an M.B.A from Columbia University of New York and a B.S., summa cum laude, Columbia University of New York.

## Raymond Campbell

Partner, Advisory - KPMG, Jamaica



Raymond joined KPMG in 2006. He has over 28 years' experience in the financial and professional services sectors, and has held managerial positions in the securities, banking and professional services sectors for the last 20 years. Raymond's professional skills are in the areas of business valuation, financial due diligence, strategic planning, business analysis, securities and banking operations and corporate financing strategies. He has advised many family businesses and private business owners on corporate finance valuations, financial modelling and financial due diligence. Raymond is a Chartered Business Valuator (CBV). As a CBV, Raymond is accredited to assist clients in a range of corporate finance and litigation support issues, including business valuation, due diligence and quantification of damages. Raymond has served as President of the Jamaica Bankers Association and Chairman of the Jamaica Institute of Bankers, and currently serves as a Council member of the Institute of Chartered Accountants of Jamaica. He is also currently the partner in charge of Markets for the firm.

## Rebecca Cocchiola

Vice President - Singerman Real Estate



Ms. Cocchiola is a Vice President at Singerman Real Estate ("SRE") and responsible for asset management and acquisitions across asset classes with a focus on hospitality-related investments. Ms. Cocchiola leads underwriting and due diligence efforts for acquisitions and collaborates with partners and property management teams to add value to SRE's existing portfolio.

Prior to joining SRE, Ms. Cocchiola was an Associate in Goldman Sachs' Real Estate Principal Investment Area, where she actively managed a variety of real estate assets, including hospitality, residential and office developments. While at Goldman Sachs, Ms. Cocchiola asset managed a hospitality portfolio consisting of more than 3,500 keys within the Marriott, Hilton, Hyatt and Accor brand families, including 2,200 keys in the Caribbean.

Ms. Cocchiola graduated from Southern Methodist University with a B.S. in Economics and a B.A. Political Science and Public Policy.



## **Dr. Richard Lo Pinto**

Professor of Biology - Fairleigh Dickinson University

While Dr. Lo Pinto's environmental research extends from coral reef food chains to water quality in temperate lakes and coastal waters, his most globally significant work is on quantifying and controlling water pollution. He has authored a number of papers on eco-toxicology, eutrophication, and physiological ecology, and has consulted for a variety of industries and state and federal government agencies, including the US Environmental Protection Agency.

As head of a major international scientific program within OECD in Europe, he established the system now used throughout Europe for controlling water pollution. His scientific papers on biological methods of pollution assessment have been presented at meetings in the United States; Japan; in Italy at the invitation of the scientific arm of European Union (Ispra); in Eastern Europe, invited by the Hungarian Academy of Sciences and the Slovak Academy of Sciences; in Romania as Plenary speaker at the 18th Int'l Conf. on Chem. & Chem. Engineering; and most recently in China, as Session Chair, 5th Int'l Congress on the Environment.

## **Robert MacLellan**

Principal – MacLellan and Associates



Robert MacLellan is CEO of MacLellan & Associates, the Caribbean's leading hospitality consultancy. Established 1997, the company has conducted assignments in 23 Caribbean islands with consultants based in St Lucia, Antigua, St Maarten, Trinidad, USA and UK. Development related services range from conceptual and feasibility studies, through design input and hotel operator evaluation / selection, to finance sourcing. The consultancy also undertakes valuations / appraisals and expert witness assignments.

In a diverse 40 year career in the hospitality and property sectors, Robert gained early operations experience with P&O / Princess Cruises, Forte Hotels, Holiday Inns International and Loews Hotels. He has managed resorts in Bermuda, St Thomas, Jamaica, England and Spain. Prior to founding the consultancy, his last three corporate positions in UK were as vice president of a luxury explorer cruise line, managing director of a major London property management company and managing director of a national chain of budget hotels and restaurants. Robert is a Fellow of the Institute of Hospitality and a member of the International Society of Hospitality Consultants – an elite invitation-only group of specialists world-wide. He has a Masters Degree in International Hotel Management from University of Surrey in England, majoring in design and development.

## **Robin Chalier**

Head of Development Europe, Americas & Caribbean - Six Senses



Robin is responsible for the expansion of Six Senses in Europe, Caribbean and Latin America. He joined Six Senses after having worked for various international groups, because he fully identifies himself with the personality of Six Senses and the company's vision. He is convinced that the future of successful hospitality is based on personification of each projects. Robin is passionate with his mission that is to expand Six Senses into new and exciting locations, creating destinations unto themselves. Robin holds degrees in international business and hotel management.

# SPEAKERS

## Rogério Basso

Head of Tourism - IDB Invest



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

Prior to joining the IIC, Rogério served as the Chief Investment Officer for Key International, a Miami-based real estate investment and development platform active across the full spectrum of real estate assets including hotels, residential, multi-family, office and retail. He also served as EVP–Acquisitions & Development for Terranum Hotels, an owner and operator of hotels across Latin America, sponsored by Colombia-based Santo Domingo Group and Sam Zell's Equity International. Early on in his career, Rogério worked for over 11 years at Ernst & Young in Miami, where he was responsible for leading the firm's real estate and hospitality advisory activities in Latin America across a wide variety of real estate asset classes. His operational skills are drawn from his tenure at Four Seasons Hotels and InterContinental Hotels Group.

Mr. Basso is often quoted in industry publications on hospitality trends and topics, and is a guest speaker at industry related conferences in the United States and Latin America. He also served as a professor of feasibility analysis for the graduate hotel management program at Florida International University. Rogério holds a Business Degree from the College of William and Mary and a Masters Degree from the School of Hotel Administration at Cornell University.

## Ruben Becerra

VP Corporate Affairs & Business Development - Karisma Hotels and Resorts



Ruben Becerra, Vice President of Corporate Affairs & Business Development, Premier Worldwide Marketing, the exclusive worldwide representatives of Karisma Hotels & Resorts

Ruben Becerra joined Karisma Hotels & Resorts in 2001 and since 2013 has been serving as Vice President of Corporate Affairs & Business Development, where he oversees the overall development of the company as well as a liaison of all governmental and private affairs related to the company's growth portfolio. With more than 25 years on the hospitality industry, Ruben brings a dynamic philosophy as well as a vast knowledge and experience to his role.

## Stefan C. Wright

Lead Investment Officer - IDB Invest



Stefan Wright is a Lead Investment Officer in the Corporates Division at IDB Invest (a member of the Inter-American Development Bank Group) and is based in Jamaica. A Jamaican national, he is responsible for tourism projects in the Caribbean.

With ten years experience at IDB Invest, he is an expert in origination, structuring and managing complex transactions. As Team Leader for the Marriott Courtyard Kingston Hotel, Mr. Wright was able to enhance the development impact of the project, by incorporating a group of At-Risk-Youth and providing them with an opportunity to benefit economically from the hotel's development. He is the recipient of the IDB's Outstanding Team Award, for his role in the Transjamaica Highway Project.

Prior to IDB Invest, Mr. Wright worked in investment banking at Banc of America Securities in New York City for seven years. He holds BSc. Degree in Accounting from University of the West Indies ("UWI") (Honors) and a MBA from New York University's, Stern School. He is also the recipient of the KPMG Peat Marwick Scholarship in Accounting (UWI) and the Carerras Post Graduate Scholarship.

## **Stephanie M. Ricca**

Editorial Director - Hotel News Now



Stephanie Ricca is editorial director of Hotel News Now, where she manages the content, vision and day-to-day operations for the group's award-winning daily newsletter, as well as other initiatives. After spending her early career in newspaper reporting and magazine writing, Stephanie has spent the last 12 years covering the global hotel industry. Stephanie is a graduate of Wittenberg University and holds a master's degree in journalism from the Medill School of Journalism at Northwestern University.

## **Stephen Gould**

Vice President - Butterfield Bank



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

## **Tim Peck, RIBA, LEED AP**

Chairman - OBMI



Tim is driven by the art of architecture. As Chairman of OBMI and leader of the Island Living Studio, he is instrumental in developing OBMI's approach to design. He continually reinforces the need for a rigorous analysis of the cultural and environmental influences of a site, paired with the economic drivers for the project, for a truly sustainable design.

He is equally at ease providing design solutions for clients, whether if it's envisioning a remote Caribbean island retreat, a mixed-use master plan in Africa, or the design for a royal palace in the Middle East.

Tim prides himself on a tradition of empowering effective teamwork, understanding the critical importance of a vision backed by discipline and process, and champions leveraging the diverse skill sets of the whole team, ensuring that clients across the world benefit from the passion and dedication synonymous with an OBMI-designed project.

# SPEAKERS



## Todd Ruff

VP of Development, The Americas - Mandarin Oriental Hotel Group

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



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# Balancing risk & reward

KPMG Islands Group has a regional team of hospitality and real estate specialists that possess the in-depth knowledge and experience needed to help clients navigate the complexities of balancing risk and reward. Our global reach and cross-border approach helps us to deliver practical advice and tangible, long-term value to our clients.



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