

# HICAP 19-21 OCTOBER 2016

## INTERCONTINENTAL HONG KONG

HOTEL INVESTMENT  
CONFERENCE ASIA PACIFIC

Asia Pacific's Essential Hotel Conference Since 1990

### WEDNESDAY, 19 OCTOBER 2016

**1:00pm-8:30pm** **REGISTRATION & INFORMATION**  
Meets In: **Lobby Level**

**4:00pm-5:00pm** **MASTER CLASS: TEN WAYS INTERNATIONAL HOTEL MANAGEMENT COMPANY  
MEGA MERGERS WILL AFFECT YOU**

In a world of international hotel management company mega mergers, learn about the ten ways that Baker & McKenzie and a panel of industry experts consider that owners, operators, and financiers should think about how mergers may affect your business.

Meets In: **Cherry, Peach, & Willow**  
Presented By: Baker & McKenzie  
Speakers: **Graeme Dickson**, Partner, Baker & McKenzie  
**Roy Melick**, Partner, Baker & McKenzie

**5:20pm-6:20pm** **QUICKLINK**

Start HICAP off with some intense networking at QuickLink! At this special energetic feature, you will make contact with other delegates, in a quick exchange of business cards.

Meets In: **Pine, Cypress, & Maple**  
Facilitator: **Eric J. Levy**, Managing Director, TSI

**6:30pm-8:30pm** **OPENING RECEPTION**  
Hosted By: InterContinental Hotels Group  
Meets In: **The Ballroom**



### THURSDAY, 20 OCTOBER 2016

**7:30am-5:45pm** **REGISTRATION & INFORMATION**  
Meets In: **Lobby Level**

**7:30am-8:45am** **CONTINENTAL BREAKFAST**  
Meets In: **The Ballroom Foyer**

**8:45am-11:00am** **PLENARY SESSION**  
Meets In: **The Ballroom**

**8:45am-8:50am** **WELCOME & OPENING REMARKS**  
Speaker: **Robert Stiles**, Managing Director & Principal, RobertDouglas

**8:50am-9:00am** **HICAP PRESENTS – BRANDS & LOYALTY: THEY'VE NEVER MATTERED MORE**  
Speaker: **Geoff Ballotti**, President & CEO, Wyndham Hotel Group

**9:00am-9:30am** **POLITICAL & ECONOMIC RISK OVERVIEW**  
Speaker: **Robert C. Broadfoot**, Managing Director, Political & Economic Risk Consultancy, Ltd.

**9:30am-9:45am** **HOTEL PERFORMANCE & OUTLOOK**  
Speaker: **Jesper Palmqvist**, Area Director Asia Pacific, STR

**9:45am-9:55am** **HICAP PRESENTS – THE DIGITAL REVOLUTION & THE HOTEL INDUSTRY:  
THE IMPACT, THE AFTERMATH, & THE FUTURE**  
Speaker: **Sébastien Bazin**, CEO, AccorHotels

**9:55am-10:50am** **THE INVESTMENT OUTLOOK**  
Moderator: **Scott Hetherington**, CEO, Asia, JLL  
Panelists: **Suchad Chiaranussati**, Managing Director, SC Capital Partners Group  
**Gordon Drake**, CFO and Head of M&A, Kingdom Hotel Investments  
**Dillip Rajakarier**, CEO, Minor Hotels  
**Teddy Zhang**, Managing Director, The Thayer Group

**10:50am-11:00am** **HICAP PRESENTS – INDUSTRY CONSOLIDATION**  
Speaker: **David P. Berg**, Chief Executive Officer, Carlson Hospitality Group

**11:00am-11:45am** **NETWORKING BREAK**  
Meets In: **The Ballroom Foyer**

11:45am-12:45pm **BREAKOUT SESSIONS**

**SESSION 01 AOCAP SESSION – HOTEL BRANDED REAL ESTATE & OPTIMIZING MIXED-USE MODELS**

This session will identify successful mixed-use development models incorporating alternative ownership real estate by examining the operating synergies and incremental benefits hospitality brands can generate through well-planned execution, along with how such models might be adapted and realized in Asia.

Meets In: **Cypress & Maple**  
Moderator: **Howard Nusbaum**, President/CEO, ARDA  
Panelists: **Andrew P.B. MacGeoch**, Partner, Mayer Brown JSM  
**William F. Minnock**, Managing Director, Asia Pacific, Marriott Vacations WW  
**Barry A. Robinson**, President & Managing Director, Wyndham Vacation Resorts AP  
**Jeffrey Alan Tisdall**, Vice President, AccorHotels

**SESSION 02 DEVELOPMENT TRACK – THE COST OF HOTEL OPENING DELAYS (& HOW TO STOP IT!)**

New hotel opening delays are unnecessarily frequent and add significant project costs that could have been avoided if project management were properly implemented. From this session, you will gain critical understanding how and how much such delays impact all project stakeholders, as well as strategies for minimizing delays and mitigating the consequences.

Meets In: **Elm & Pine**  
Moderator: **Gert Noordzy**, Managing Director, Northside Consulting  
Panelists: **Symon Bridle**, Group Chief Operating Officer, Rosewood Hotel Group  
**Steven F. Root**, Director, The Contracts Group Ltd.  
**Greg Shaw**, CEO, Mulpha Australia Limited  
**Rutger Verschuren**, Area Vice President Operations, Artyzen Hospitality Group

**SESSION 03 HOT TOPIC TRACK – POSHTELS**

A mash-up of luxury and hostel accommodations, poshtels (posh+hostel) are spreading across the globe and coming to your neighborhood soon, and its customers are not limited to backpackers and millennials. What's driving the poshtel proliferation, and should it be your next new business line? Come find out!

Meets In: **Peach**  
Moderator: **Piers Brown**, CEO, International Hospitality Media  
Panelists: **Navneet Bali**, Chairman, MEININGER Hotels  
**Andrew Fay**, President, The Gettys Group  
**Paul J. Halpenny**, Group Director of Supply, Hostelworld Group  
**Simon P. Morley**, Vice President, Narai Hotel Group

**SESSION 04 MAJOR PITFALLS TRACK – ACQUISITIONS**

Buying a hotel can be exciting, but nasty surprises often occur if proper due diligence is not undertaken at the outset. To avoid regrets, find out about some of the major pitfalls to watch out for and mitigate when undertaking a hotel acquisition.

Meets In: **Cherry**  
Moderator: **Yuval Tal**, Partner, Proskauer Rose  
Panelists: **Jason Chia Yong Chong**, Chief Executive Officer, Cornerstone Partners S/B  
**Ron de Wit**, Lead Principal, Horwath HTL Australia  
**Gerald HK Lee**, Chief Executive Officer, FEO Hospitality Asset Management  
**Rick Rush**, SVP Asia + Western US, Hodges Ward Elliott  
**Seth R. Sulkin**, President & CEO, Pacifica Capital K.K.

**SESSION 05 OPPORTUNITIES TRACK – EMERGING MARKETS**

Where are the next hot development markets? What are the opportunities and their market behaviors? Here's a look beyond the obvious where the returns might just outweigh the risks and current unknowns.

Meets In: **Poplar & Willow**  
Moderator: **Eric J. Levy**, Managing Director, TSI  
Panelists: **Monika Dubaj**, Vice President, Hyatt Hotels & Resorts  
**Andreas Flaig**, Executive Vice President, Carlson Rezidor Hotel Group  
**Brian King**, Professor & Associate Dean, Hong Kong Polytechnic University  
**Eddy Tiftik**, Vice General Manager, Wanda Hotels & Resorts

1:00pm-2:45pm **LUNCH & SPECIAL PRESENTATIONS**

Meets In: **The Ballroom**  
Host: **James E. Burba**, President, BHN

1:55pm-2:00pm **YOUTH CAREER INITIATIVE – GIVING YOUTH ACCESS TO EMPLOYMENT OPPORTUNITIES IN HOSPITALITY**

- 2:00pm-2:45pm HICAP LIFETIME ACHIEVEMENT AWARD**  
This award is presented to honor an individual who has made a considerable difference in our industry, in the Asia Pacific region and in the world, through positive actions and significant contributions.  
Presenter: **Anil Thadani**, Chairman, Symphony Asia Holdings  
Recipient: **William Ellwood Heinecke**, Founder & Chairman, Minor Group
- 2:45pm-3:15pm NETWORKING BREAK**  
Meets In: **The Ballroom Foyer**
- 3:15pm-4:15pm BREAKOUT SESSIONS**
- SESSION 06 MAJOR PITFALLS TRACK – DEVELOPMENT**  
Challenges faced in the hotel development process can be many and vary by jurisdiction, project type, and complexity, so why not be prepared and learn from seasoned experts what to look out for and how to avoid typical (and not so typical) pitfalls.  
Meets In: **Cypress & Maple**  
Moderator: **Alexander Jampel**, Partner, Baker & McKenzie  
Panelists: **Rebecca Lee**, Director of Development-APAC, Langham Hospitality Group  
**Michael Sagild**, CEO, BLINK Design Group  
**Shafi Syed**, Chief Development Officer, Jumeirah Group  
**Akhil Taneja**, VP Dev, Strategic Partners AMEA, IHG
- SESSION 07 DEVELOPMENT TRACK – PLANNING SUCCESSFUL MIXED-USE PROJECTS**  
Are the legal and operational issues for mixed-use projects materially different from single-use projects? You betcha! Do you know how to draw the legal lines around the “owners”, while still permitting a seamless and sustainable operation? Probably not. Are mixed-use projects like Martinis, two uses are OK, but three are too many? Well, probably depends on your tolerance level for hangovers. In this session, you’ll find out more about these and other critical mixed-use particular topics.  
Meets In: **Elm & Pine**  
Moderator: **Peter Benudiz**, Partner, Sidley Austin LLP  
Panelists: **Ananda R. Arawwawela**, Executive Vice President, City Developments Limited  
**Kieran Alexander Bestall**, Director of Development - Asia, Hilton  
**Patrick Finn**, Vice President, Hyatt Hotels Corporation  
**James Mabey**, SVP Development - Asia Pacific, Jumeirah Group
- SESSION 08 OPPORTUNITIES TRACK – CHINA, DISTRESS OR JUST STRESSED?**  
Is now the time for buying broken and/or distressed hotels in China? How do you find them and close the deals? Where are the best opportunities and who will the real winners be and why? Will big international brand franchising become more prevalent as a result of overbuilt markets? How do you bridge the cultural and deal pricing gaps?  
Meets In: **Peach**  
Moderator: **David A. Blumenfeld**, Partner, Paul Hastings  
Panelists: **Stephen C. H. Chen**, Partner and Managing Director, Infinity Global RE  
**Mak Hoe Kit**, Chief Investment Officer, Frasers Hospitality Group  
**Kevin Zhang**, CEO, Argyle Hotel Group  
**Tao Zhou**, Executive Director, Luneng Commercial RE Co
- SESSION 09 HOT TOPIC TRACK – MILLENNIALS SPEAK OUT ON WHAT THEY REALLY, REALLY WANT!**  
How are Millennials changing the way hotels are designed and operated? What are their perceptions of and impacts on existing brands and the creation of new ones? Are operators and owners ready to embrace the changes needed to accommodate them? Our specially gathered panel of Millennials will discuss these questions and more.  
Meets In: **Cherry**  
Moderator: **Kavi Kirpalani**, Senior Associate, TSI  
Panelists: **Eudo Chan**, Senior Manager Development, Carlson Rezidor Hotel Group  
**Lok Yiu Tan**, Final Year University Student, Hong Kong Polytechnic University  
**Nikhil Virmani**, Business Development Associate, Novility B.V.  
**Edward Yew**, Special Assistant to Chairman, Regent Hotels Group

**SESSION 10 THE BIG BANG – XTREME MAKEOVERS: REINVENTING & REPOSITIONING HOTELS**

Forget renovating just to keep up-to-date and maintain your market share. Today's trend is towards creating upside value through understanding niche opportunities, targeting investment into key areas, looking at flagging or operating as an independent, and tapping into key DNA areas such as design and restaurants and bars. Welcome to the world of extreme makeovers that pay off! This session will be a "how to" working session using a case study to demonstrate practical methods.

Meets In: **Poplar & Willow**  
Moderator: **Bill Barnett**, Managing Director, C9 Hotelworks Co., Ltd.  
Panelists: **Matthew Gebbie**, Director, Horwath HTL  
**Christine McGinnis**, Studio Director, Singapore, Wimberly Interiors  
**James Stuart**, Managing Partner, The Brand Company

**4:15pm-4:45pm NETWORKING BREAK**  
Meets In: **The Ballroom Foyer**

**4:45pm-5:45pm PLENARY SESSION**  
Meets In: **The Ballroom**

**4:45pm-5:45pm HOTEL INDUSTRY 2026**  
What will the hotel industry look like in 2026? Will today's hotel company model still be relevant? How will consolidation, technology, distribution, alternative accommodations, training, legal, privacy and safety/security issues, and trends shape the industry's future? How do hotel owners anticipate and prepare for what's in store?  
Moderator: **Jesper Palmqvist**, Area Director Asia Pacific, STR  
Panelists: **Kaneswaran Avili**, CEO & Co-Founder, NIDA Rooms  
**Jennifer Kathleen Cronin**, President, Marco Polo Hotels  
**Cyril Ranque**, President, Expedia  
**Phil Yuen**, CTO, Tink Labs

**6:30pm-8:30pm NETWORKING GALA**  
This evening's reception will be held off-site at the Hyatt Regency Hong Kong, Tsim Sha Tsui. We will begin our guided walk from the InterContinental Hong Kong hotel lobby at 6:00pm. Delegates are responsible for finding their way home or back to their hotel after this festive event.  
Hosted By: Hyatt Hotels & Resorts



**FRIDAY, 21 OCTOBER 2016**

**7:30am-3:00pm REGISTRATION & INFORMATION**  
Meets In: **Lobby Level**

**7:30am-8:45am BREAKFAST**  
Meets In: **The Ballroom Foyer**

**8:45am-11:00am PLENARY SESSION**  
Meets In: **The Ballroom**

**8:45am-9:00am WELCOME BACK**  
Speaker: **Robert V.R. Hecker**, Managing Director - Pacific Asia, Horwath HTL

**9:00am-9:10am RISING STAR AWARD**  
HICAP looks forward to the future by recognizing a 35-or-under, industry "Rising Star", nominated by you and selected by a juried committee of industry leaders.  
Presenters: **David M. Neff**, Partner, Perkins Coie LLP  
**Linda H. Stiles**, Managing Director, Stiles Capital Events LLC  
Recipient: **Kiichi Mashita**, Manager, Japan Hotel REIT Advisors

**9:10am-9:20am HICAP PRESENTS – LABOR FORCE ISSUES**  
Speaker: **Eric Danziger**, CEO, Trump Hotels

**9:20am-10:00am MANAGING & MAXIMIZING YOUR BRAND VALUE**  
Brand equity is a measure of all the qualitative aspects derived from consumer perception of a brand. If the structure in underlying brand equity data is properly understood, it can be used to better manage brand strength and value, and is therefore critical to measuring, managing, and maximizing your brand to successfully transfer value from your customers to your shareholders.  
Speaker: **Samir Dixit**, Managing Director, Brand Finance Asia Pacific

**10:00am-11:00am REBELS WITH A CAUSE**

A special HICAP session featuring hoteliers from around the world who are shaking up the industry with new approaches and attitudes in hotel products, services, and experiences.

Moderator: **David Keen**, CEO, QUO

Panelists: **Ronald Akili**, CEO, PTT Family  
**Christoph Hoffmann**, CEO, 25hours Hotel Company  
**Girish Jhunjhnuwala**, Chairman & CEO, Ovolo Hotels Group  
**Brad Wilson**, President, Atelier Ace

**11:00am-11:45am NETWORKING BREAK**

Meets In: **The Ballroom Foyer**

**11:45am-12:45pm BREAKOUT SESSIONS**

**SESSION 11 DEVELOPMENT TRACK – HOW ARE PROJECTS GETTING FINANCED THESE DAYS?**

What do lenders look for and what are prevailing terms, structure, and conditions? What alternatives exist to traditional bank financing? How prevalent is operator financing, and what forms, scale, and conditions are most typical? Is “key money” too hot to touch?

Meets In: **Cypress & Maple**

Moderator: **Paul Alick Macpherson**, EVP- Global Business & Real Estate Development, Kerzner International

Panelists: **Regina DiBenedetto**, Director, Aareal Bank Asia Limited  
**Kazuhiro Kaneko**, Managing Director, Ernst & Young ShinNihon  
**Neal Ledger**, Managing Director, Crédit Agricole  
**Henrik E. Pedersen**, Manager, IFC, World Bank  
**Scott J. Woroch**, Managing Director, Kadenwood Partners

**SESSION 12 MAJOR PITFALLS TRACK – OPERATIONS**

With the digital age fully upon us and technological innovations coming with increasing speed, are you keeping up with the revenue management and operational changes and strategies needed to adapt and protect your margins? Are you managing your labor, utilities, and other critical expenses as effectively as you can or should?

Meets In: **Elm & Pine**

Moderator: **Jonas F. Ogren**, Director, Horwath HTL

Panelists: **Nicholas M. Clayton**, Chief Executive Officer, Capella Hotel Group Asia  
**Patrick Kirby**, Director, KPMG  
**Tasos Kousioglou**, EVP- Asset Management, JLL  
**Alan Watts**, Chief Operating Officer, IHG

**SESSION 13 OPPORTUNITIES TRACK – CHINA OUTBOUND INVESTMENT**

With the increasing number and diversification of Chinese companies interested in investing in or acquiring overseas real estate (including hotels), what's driving their interest and what methods and criteria are they using for sourcing and assessing the opportunities? How do potential sellers or developers connect with and assess such emerging new capital sources?

Meets In: **Peach**

Moderator: **Robert Williams**, Partner, Withersworldwide

Panelists: **Steve Carroll**, VP, Global Corp. Finance M&A, IHG  
**Kevin Colket**, Managing Director, Starwood Capital Asia  
**Mark Wu**, General Manager, Shenzhen Galaxy Holdings  
**Owen Xing**, Vice President of Development, Hyatt Hotels Group  
**Shawn Zhang**, GM of Investment Department, HNA Hospitality Group

**SESSION 14 HOTEL MANAGEMENT AGREEMENT TRENDS & ISSUES**

What are the latest developments in hotel management agreements? To which clauses should owners really pay most attention? Which clauses are most important to operators? Should disagreements later arise, when is termination the appropriate course of action? Is it possible to negotiate termination rights with “teeth”?

Meets In: **Cherry**

Moderator: **Benjamin Hirasawa**, Partner, Clyde & Co

Panelists: **Baron R. Ah Moo**, Managing Director, BLI Capital Group  
**James Doolan**, VP Hotel Development Asia-Pac, Marriott International  
**Prabsharan Singh Thakral**, President & Group CEO, Boutique Corporation PLC  
**Maria Zarraluqui**, Development Managing Director, Meliá Hotels International

**SESSION 15 HOT TOPICS TRACK – SUSTAINABLE HOTEL INNOVATIONS & BEST PRACTICES**

A special session featuring representatives of the selected winners of the 2016 HICAP Sustainable Hotel Awards, and other experts, sharing details on innovations and best practices in sustainability and discussing trends influencing future efforts.

Meets In: **Poplar & Willow**  
Moderator: **Eric E. Ricaurte**, Founder & CEO, Greenview  
Panelists: **Andrew Dixon**, Director, Nikoi Island  
**Narayanaswamy Ramamoorthy**, Chief Engineer, ITC Grand Chola  
**Gamunu Srilal**, General Manager, Jetwing Yala  
**Neil W. Thompson**, Design Integration Manager, Ashburner Francis

**1:00pm-3:00pm LUNCH & HICAP AWARDS**

Meets In: **The Ballroom**  
Host: **Tony Ryan**, MD - Mergers & Acquisitions, JLL

**REGGIE SHIU DEVELOPMENT OF THE YEAR**

This award recognizes the single development of the year representing the accomplishments of material market impact in a variety of terms including overcoming challenges to completion, scale, innovation, quality, performance, and return on investment. Nominees are derived by a committee of industry peers while final selection is made by delegate vote immediately prior to HICAP.

Presenter: **Robert J. McIntosh**, Executive Director, CBRE Hotels

**SUSTAINABLE HOTEL AWARDS**

These important HICAP Sustainable Hotel Awards are designed to honor those in the hospitality industry in the Asia Pacific region who have successful, sustainable strategies benefiting their companies, their guests, their surrounding communities, and the greater society through environmentally and culturally responsible development. Nominations for this award were called for from throughout the Asia Pacific region. A panel of expert judges reviewed and determined the final winners.

Presenter: **Robert M. Day**, Senior Vice President, WATG

**SINGLE ASSET TRANSACTION OF THE YEAR**

This award recognizes the single asset transaction of the year representing the most significant and/or dynamic transaction. Nominees are derived from a committee of industry peers while final selection is made by delegate vote immediately prior to HICAP.

Presenter: **David Wood**, Publisher, *HOTELS Magazine*

**3:00pm HICAP ADJOURNS**

Speaker: **Robert V.R. Hecker**, Managing Director - Pacific Asia, Horwath HTL

