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JONATHAN M. TISCH CENTER OF HOSPITALITY

41ST ANNUAL NYU

INTERNATIONAL HOSPITALITY INDUSTRY INVESTMENT CONFERENCE

JUNE 2-4, 2019

New York Marriott Marquis • NYC

CONFERENCE AGENDA



Conference Chair

Jonathan M. Tisch

Chairman and CEO of Loews
Hotels & Co. and Co-Chairman of
the Board of Loews Corporation



Conference Vice Chair

Jeffrey Stewart

Founder, Walnut Hill Advisors



Conference Host

Susan Greenbaum

Interim Dean
NYU School of Professional Studies



Conference Co-Host

Nicolas Graf

Associate Dean
NYU School of Professional Studies
Jonathan M. Tisch Center of Hospitality



Conference Coordinator

Dorothy A. Jennings

Executive Vice President, HVS
Conference Coordinator
NYU International Hospitality Industry
Investment Conference



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[Conference App >](#)



sps.nyu.edu/hospitalityconference





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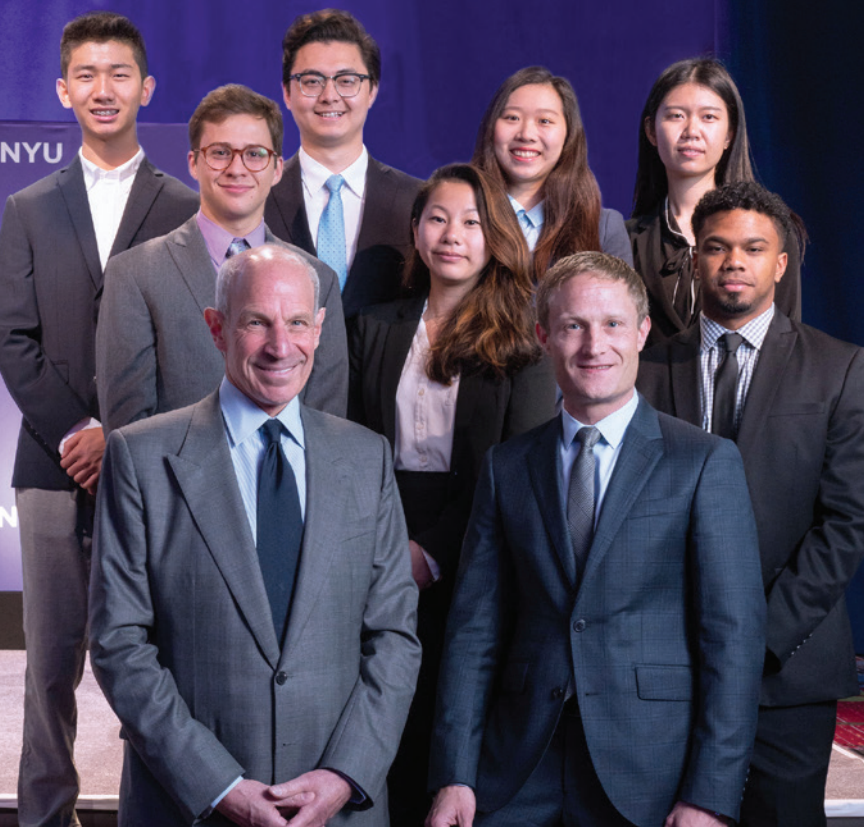
JONATHAN M. TISCH CENTER OF HOSPITALITY

In addition to the NYU International Hospitality Industry Investment Conference, the NYU School of Professional Studies Jonathan M. Tisch Center of Hospitality hosts two Distinguished Lecturer Series:

The Stephen W. Brener Distinguished Lecturer Series in Hospitality Management *and* The Grossinger-Bergman Distinguished Lecturer Series in Travel and Tourism

These events are open to students, faculty members, and industry professionals. They provide lively discussion and an invigorating exchange of ideas. Each features top industry panelists.

We hope to see you at our future lectures!



For additional information on the Tisch Center, follow our blog at tischcenterblog.com, visit sps.nyu.edu/tischcenter, or call 212-998-9100.



[@nyuhospitality](https://twitter.com/nyuhospitality)



sps.nyu.edu/hospitalityconference

[#nyuhospitality](https://twitter.com/nyuhospitality)

WORKSHOPS & GENERAL SESSIONS AT-A-GLANCE

SUNDAY, JUNE 2

6:00 p.m. to 8:00 p.m.

HILTON WELCOME RECEPTION

Hilton Celebrating 100 Years

Eight Floor, Broadway Lounge

MONDAY, JUNE 3

7:00 a.m. to 7:55 a.m.

NETWORK AND NOSH

Fifth Floor, Westside Ballroom

8:00 a.m. to 11:20 a.m.

GENERAL SESSIONS

8:00 a.m. to 8:15 a.m.

WELCOME FROM NYU JONATHAN M. TISCH CENTER OF HOSPITALITY

Sixth Floor, Broadway Ballroom

8:20 a.m. to 8:45 a.m.

CONFERENCE CHAIR'S OPENING REMARKS

Sixth Floor, Broadway Ballroom

8:45 a.m. to 8:50 a.m.

AMERICAN HOTEL & LODGING (AHLA) UPDATE

Sixth Floor, Broadway Ballroom

8:55 a.m. to 9:40 a.m.

THE CEOS CHECK IN: A VIEW FROM THE TOP

Sixth Floor, Broadway Ballroom

9:45 a.m. to 10:25 a.m.

THE REIT STUFF: CURRENT BUSINESS CHALLENGES AND OPPORTUNITIES IN THE REIT SEGMENT

Sixth Floor, Broadway Ballroom

10:30 a.m. to 11:00 a.m.

THE BATTLE FOR THE CUSTOMER AND THE GROWING INFLUENCE OF "BIG TECH"

Sixth Floor, Broadway Ballroom

11:05 a.m. to 11:40 a.m.

STATISTICALLY SPEAKING

Sixth Floor, Broadway Ballroom

11:40 a.m. to 12:00 p.m.

COFFEE BREAK

Fifth Floor, Westside Ballroom

12:00 noon to 1:00 p.m.

CONCURRENT WORKSHOPS

WORKSHOP I - Finance

PRIVATE EQUITY: SEARCHING FOR DEALS AND ROI IN THIS CYCLE

Sixth Floor, Winter Garden/Majestic

WORKSHOP II - Design

THINKING INSIDE YOUR BOX

Fifth Floor, Salon 2

WORKSHOP III - Industry Segment

LUXURY: TOP OF MIND IN TOP OF CLASS

Fifth Floor, Salon 4

WORKSHOP IV - Operations

FRANCHISING: THE GROWTH ENGINE FOR THE INDUSTRY

Fifth Floor, Booth Edison

WORKSHOP V - Finance

THE FUTURE OF FINANCIAL LEADERSHIP IN THE HOSPITALITY INDUSTRY: STRATEGIC THINKING FROM THE C-SUITE

Fifth Floor, Broadhurst/Belasco

WORKSHOP VI - Industry Data

KNOWING THE CUSTOMER AND THE SUPREMACY OF DATA

Fourth Floor, Wilder

WORKSHOP VII - Branding

BRAND STRATEGY AND THE ANTI-BRAND: WHEN EVERYBODY IS A BRAND, IS ANYONE UNBRANDED?

Fourth Floor, Odets

WORKSHOP VIII - Finance

360 DEGREES: A VIEW FROM ACROSS THE SPECTRUM OF MAJOR CAPITAL SOURCES

Fourth Floor, Ziegfeld

1:00 p.m. to 3:15 p.m.

GENERAL SESSIONS

1:00 p.m. to 2:00 p.m.

LUNCHEON

Sixth Floor, Broadway Ballroom

WELCOME

HOTEL NEWS NOW STEPHEN W. BRENER SILVER PLATE AWARD

2:05 p.m. to 2:35 p.m.

ONE-ON-ONE WITH CHRISTOPHER J. NASSETTA... MODERATED BY ANDREW ROSS SORKIN

Sixth Floor, Broadway Ballroom

2:40 p.m. to 3:10 p.m.

GAMING - WITH AND WITHOUT THE GAMES

Sixth Floor, Broadway Ballroom

3:15 p.m. to 3:50 p.m.

COFFEE BREAK

Fifth Floor, Westside Ballroom

4:00 p.m. to 5:00 p.m.

CONCURRENT WORKSHOPS

WORKSHOP IX - Industry Segment

EXTENDED STAY: EXTENDED LOVE AFFAIR

Fourth Floor, Wilder

WORKSHOP X - Operations

WELLNESS TRENDS: A HEALTHY CONVERSATION

Fourth Floor, Odets

WORKSHOP XI - Finance

THE DEALMAKERS: CURRENT STRUCTURING INNOVATIONS

Fourth Floor, Ziegfeld

WORKSHOP XII - Operations

ASSET MANAGEMENT IN TODAY'S BUSINESS ENVIRONMENT: ON WHAT SHOULD OWNERS FOCUS?

Fifth Floor, Salon 2

WORKSHOP XIII - Finance

CAPITALIZING ON THE ECOTOURISM TREND

Fifth Floor, Salon 4

WORKSHOP XIV - Operations

INVESTING IN THE GUEST EXPERIENCE

Fifth Floor, Booth/Edison

WORKSHOPS & GENERAL SESSIONS AT-A-GLANCE

WORKSHOP XV – Finance
WALL STREET WEIGHS IN: VIEWS FROM THE LODGING FINANCIERS AND ADVISORS
Fifth Floor, Broadhurst/Belasco

WORKSHOP XVI – Industry Segment
RESORTS AND THE RESORT INVESTMENT THESIS: MIX IT UP
Sixth Floor, Winter Garden/Majestic

5:00 p.m. to 6:30 p.m.
PUERTO RICO TOURISM COMPANY HOSTS THE GRAND NETWORKING RECEPTION
Sixth Floor, Broadway Ballroom

TUESDAY, JUNE 4

7:15 a.m. to 8:15 a.m.
NETWORK AND NOSH
Fifth Floor, Westside Ballroom

8:30 a.m. to 11:05 a.m.
GENERAL SESSIONS

8:30 a.m. to 9:10 a.m.
INDUSTRY LEADERS DISCUSS CURRENT TRENDS SHAPING THE FUTURE OF TRAVEL AND HOW TO CAPITALIZE ON WHAT'S COMING NEXT
Sixth Floor, Broadway Ballroom

9:15 a.m. to 9:55 a.m.
THE LEADERS CHECK IN – PART TWO: CONSOLIDATION, SCALE, AND THE STRUCTURE OF THE HOSPITALITY INDUSTRY
Sixth Floor, Broadway Ballroom

10:00 a.m. to 10:35 a.m.
LEADERS PERSPECTIVE: CURRENT CYCLE REALITIES: TRANSACTIONS AND MONEY
Sixth Floor, Broadway Ballroom

10:40 a.m. to 11:10 a.m.
ANATOMY OF A TRANSACTION
Sixth Floor, Broadway Ballroom

11:15 a.m. to 11:40 a.m.
COFFEE BREAK
Fifth Floor, Westside Ballroom

11:45 a.m. to 12:45 p.m.
CONCURRENT WORKSHOPS

WORKSHOP XVII – Industry Segment
ECONOMY: THE IN PLACE TO BE?
Sixth Floor, Winter Garden/Majestic

WORKSHOP XVIII – NYU Jonathan M. Tisch Center of Hospitality Alumni Panel
LOYALTY AND THE FUTURE OF CUSTOMER RETENTION PROGRAMS
Fifth Floor, Booth/Edison

WORKSHOP XIX – Operations
INFORMATION TECHNOLOGY AND THE DIGITAL REVOLUTION
Fifth Floor, Broadhurst/Belasco

WORKSHOP XX – Finance
THE LATEST ON THE HOTTEST TREND IN HOSPITALITY: MERGERS & ACQUISITIONS
Fourth Floor, Wilder

WORKSHOP XXI – Industry Segment Roundtable
FOCUS ON UPSCALE: A SPECTRUM OF POSSIBILITIES
Fourth Floor, Odets

WORKSHOP XXII – Operations
OPERATIONAL EFFICIENCY: IMPROVING PROFITABILITY BEYOND THE LOW HANGING FRUIT
Fourth Floor, Ziegfeld

WORKSHOP XXIII – Finance
ASSET PRICING AND VALUE: THE EYE OF THE BEHOLDER
Fifth Floor, Salon 2

WORKSHOP XXIV – Industry Segment
BOUTIQUE: WE KNOW IT WHEN WE SEE IT
Fifth Floor, Salon 4

1:00 p.m. to 3:30 p.m.
GENERAL SESSIONS

1:00 p.m. to 1:55 p.m.
LUNCHEON
Sixth Floor, Broadway Ballroom
CONFERENCE PATRON AND SPONSOR NYU SCHOOL OF PROFESSIONAL STUDIES JONATHAN M. TISCH CENTER OF HOSPITALITY SCHOLARSHIP AWARDS

2:00 p.m. to 2:40 p.m.
BEYOND THE BOARDROOM
Sixth Floor, Broadway Ballroom

2:45 p.m. to 3:30 p.m.
THE IREFA C. EVERETT JOHNSON AWARD
Sixth Floor, Broadway Ballroom

FINANCIALLY SPEAKING: IREFA INSIDERS
Sixth Floor, Broadway Ballroom

3:45 p.m. to 4:45 p.m.
CONCURRENT WORKSHOPS

WORKSHOP XXV – Finance
IF NOT NOW, WHEN? TIMING IS EVERYTHING IN REAL ESTATE, AND HOTELS ARE NO EXCEPTION, PARTICULARLY WHEN IT COMES TO KEY INVESTMENT DECISIONS
Sixth Floor, Winter Garden/Majestic

WORKSHOP XXVI – Industry Segment
MIDSCALE: TAKING THE TEMPERATURE OF THE MID-MARKET
Fifth Floor, Salon 2

WORKSHOP XXVII – Finance
THE LENDERS' PERSPECTIVE: LOOKING FORWARD
Fifth Floor, Salon 4

WORKSHOP XXVIII – ISHC Research
THE BRICKS AND THE MORTAR: THE LATEST RESEARCH ON THE ON-GOING COSTS OF CAPEX
Fourth Floor, Wilder

WORKSHOP XXIX – Finance
QUALIFIED OPPORTUNITY ZONES/QUALIFIED OPPORTUNITY FUNDS
Fourth Floor, Odets

WORKSHOP XXX – Operations
THE FUTURE OF WORK: TRANSFORMING BUSINESS
Fourth Floor, Ziegfeld

CONFERENCE MOBILE APP

DOWNLOAD THE 2019 NYU HOSPITALITY INVESTMENT CONFERENCE MOBILE APP!

TO ACCESS THE MOBILE APP:

- Search for “CrowdCompass AttendeeHub”
 - in the Apple App Store for iPhones and iPads
 - in the Google Play Store for Android devices
- Search for “NYU Hospitality” within the app

BENEFITS INCLUDE THE ABILITY TO:

- Access the Conference agenda and speaker bios
- Network with attendees and send/receive direct messages*
- Customize a schedule for conference sessions and workshops
- Interact with a real-time conference activity feed, including status updates, photos, and more
- Connect social media accounts



*Upon download of the Conference Mobile App, you will be required to provide your first and last name, which will be displayed in your profile and on the “Attendees” list.

WELCOME

Welcome to the 41st Annual NYU International Hospitality Industry Investment Conference. The Executive Planning Committee has organized an agenda that balances outstanding general sessions with interesting workshops and networking opportunities, all of which will provide insight and value for you and your organization.

This year, our annual CEOs Check In session will feature **Keith Barr**, chief executive officer, InterContinental Hotels Group (IHG); **Sébastien Bazin**, chairman and CEO, Accor; **Mark S. Hoplemazian**, president and chief executive officer, Hyatt Hotels Corporation; **Patrick Pacious**, president and chief executive officer, Choice Hotels International; and **Arne Sorenson**, president and chief executive officer, Marriott International; moderated by **Kelly Evans**, Anchor, *The Exchange* and Co-Author, *Power Lunch*, CNBC

On Monday afternoon, we will be joined by **Christopher J. Nassetta**, president and chief executive officer, Hilton, who will be interviewed by **Andrew Ross Sorkin**, columnist *The New York Times* and co-anchor, CNBC. On Tuesday, in the Beyond the Boardroom segment, I'll have a conversation with **Robert De Niro**, **Chef Nobu Matsuhisa**, and **Meir Teper** owners of Nobu Hospitality, where we will get their perspective on hospitality, luxury, and what a lifestyle brand means today.

The NYU School of Professional Studies and the Jonathan M. Tisch Center of Hospitality are honored to host this conference and we are proud to play a role in educating and preparing the next generation of industry leaders. Some of those students will be assisting with the Conference and we encourage you to interact with them over the next couple of days. Monies raised with the support of the patrons and sponsors over the years have allowed us to build a unique and ambitious scholarship program that will benefit all graduate students. We are excited to share an important announcement about this on Tuesday afternoon.

We are grateful for your participation and generosity, and hope you have a productive and enjoyable conference.

Sincerely,



Jonathan M. Tisch
Chairman and CEO of Loews
Hotels & Co. and Co-Chairman of
the Board of Loews Corporation
Conference Chair

On behalf of the students, faculty and staff members, alumni, and the entire Jonathan M. Tisch Center of Hospitality and NYU School of Professional Studies (NYUSPS) community, it is our great pleasure to welcome you to the 41st Annual NYU International Hospitality Industry Investment Conference.

For more than four decades, the Conference has served as a forum for industry leaders and practitioners to discuss timely and trending topics, and as access to the networking opportunities that are so critical for this continually evolving field. The Conference's longevity and continuous record-setting attendance are true testaments to its tremendous value and significance. As always, our commitment is to offer a program that addresses the industry's most pressing issues and to provide thought leadership, workshops on the latest trends, and endless opportunities to engage with industry professionals on a global scale.

We extend our profound thanks to Conference Chair Jonathan M. Tisch, Vice Chair Jeffrey Stewart, and the Executive Planning Committee for once again curating an extraordinary program. The Conference could never have achieved this level of success without their exceptional stewardship.

We are also greatly appreciative of the tireless efforts of Dorothy A. Jennings, our conference coordinator and executive vice president of HVS, for her unparalleled dedication and extraordinary service.

Finally, with deepest gratitude, we recognize and thank the Conference sponsors for their generous contributions and support, which help to fund student scholarships and academic initiatives for the Tisch Center.

With sincere appreciation,



Susan Greenbaum, EdD
Interim Dean
NYU School of Professional Studies
Conference Host



Nicolas Graf, PhD
Associate Dean
Jonathan M. Tisch Center of Hospitality
NYU School of Professional Studies
Conference Co-host

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More than 50 Tisch Center student volunteers are onsite as hosts to assist attendees throughout the Conference. You will recognize our volunteers by the student ribbon on their badges. Please introduce yourself if you have a moment. Tisch Center students applied and competed for this opportunity to meet with and learn from industry leaders. These students represent the next generation of conference attendees, panelists, and moderators.

If you are interested in recruiting interns or temporary, part-time, or full-time employees, we can introduce you to exceptional students and alumni who are seeking opportunities. For more details, visit page 37 or contact Jeannie Liakaris, assistant dean, NYU Wasserman Center for Career Development at the NYU School of Professional Studies at **212-992-9077** or eugenia.liakaris@nyu.edu.

Visit sps.nyu.edu/hospitalityconference to view patron and sponsor profiles, special recognitions, our green initiatives, and other important conference information. For speaker biographies, please download our Conference Mobile App!

EXECUTIVE PLANNING COMMITTEE



CONFERENCE CHAIR
JONATHAN M. TISCH
Chairman and CEO of Loews Hotels & Co. and Co-Chairman of the Board of Loews Corporation



CONFERENCE CO-HOST
NICOLAS GRAF
Associate Dean, NYU School of Professional Studies, Jonathan M. Tisch Center of Hospitality



CONFERENCE VICE CHAIR
JEFFREY STEWART
Founder, Walnut Hill Advisors



CONFERENCE COORDINATOR
DOROTHY A. JENNINGS
Executive Vice President, HVS Conference Coordinator, NYU International Hospitality Industry Investment Conference



CONFERENCE HOST
SUSAN GREENBAUM
Interim Dean, NYU School of Professional Studies



ARTHUR ADLER
JLL Hotels & Hospitality



AMANDA MALTOS
Expedia



REZA AKHAVI
Deutsche Bank



TYLER MORSE
MCR



GEOFF A. BALLOTTI
Wyndham Hotels & Resorts



FRANCIS J. NARDOZZA
REH Capital Partners



SCOTT D. BERMAN
PwC



RON POHL
Best Western Hotels & Resorts



MICHAEL D. BLUHM
Host Hotels & Resorts



SCOTT P. ROSENBERG
Jonathan Nehmer + Associates



JANIS CANNON
Choice Hotels International



RICK ROSS
Dentons



GREG DOMAN
AccorHotels



KAREN RUBIN
Karen Rubin Hotels



JOEL M. EISEMANN
InterContinental Hotels Group (IHG)



MITESH B. SHAH
Noble Investment Group



MICHAEL A. FISHBIN
EY



NOAH J. SILVERMAN
Marriott International



JAMES FRANQUE
Hyatt Hotels Corporation



JEFFREY STEWART
Conference Vice Chair
Founder
Walnut Hill Advisors



JEFFREY A. HORWITZ
Proskauer



ADAM F. WEISSENBERG
Deloitte



KEVIN J. JACOBS
Hilton



PAUL M. WHYTE
Credit Suisse



DOROTHY A. JENNINGS
HVS



LEN WOLMAN
Waterford Group



CAROLINE MAHL
Wells Fargo Bank, N.A.

CONFERENCE REGISTRATION AND ADDITIONAL INFORMATION

CONFERENCE REGISTRATION

Fifth Floor

Hours:

- Sunday, June 2
2:00 p.m. to 8:00 p.m.
- Monday, June 3
7:00 a.m. to 6:30 p.m.
- Tuesday, June 4
7:00 a.m. to 2:00 p.m.

NETWORKING LOUNGE

Make a connection or make a deal in our revitalizing attendee retreat room.

Available:

- Monday, June 3 - Eighth Floor, Manhattan Ballroom
9:00 a.m. to 5:00 p.m.
- Tuesday, June 4 - Eighth Floor, Manhattan Ballroom
9:00 a.m. to 2:00 p.m.

COFFEE BREAK

Fifth Floor, Westside Ballroom

Meet Conference sponsors, as well as other industry leaders. Network as you reenergize with refreshments prior to attending Concurrent Workshops.

Breaks:

- Monday, June 3
11:40 a.m. to 12:00 p.m.
3:15 p.m. to 3:50 p.m.
- Tuesday, June 4
11:15 a.m. to 11:40 a.m.

EXPO CAFÉ

Fifth Floor Foyer and Westside Ballroom and Sixth Floor Foyers

Hours:

- Monday, June 3
7:00 a.m. to 6:30 p.m.
- Tuesday, June 4
7:15 a.m. to 4:00 p.m.

PHONE CHARGING STATIONS

For your convenience, we will have charging stations available in the designated areas on the fifth floor and sixth floor!

THE NYU INTERNATIONAL HOSPITALITY INDUSTRY INVESTMENT CONFERENCE MOBILE APP



DOWNLOAD THE 2019 NYU HOSPITALITY INVESTMENT CONFERENCE MOBILE APP!

TO ACCESS THE MOBILE APP:

- Search for "CrowdCompass AttendeeHub" available in the Apple App Store and the Google Play Store
- Search for "NYU Hospitality" within the app

For more information, see page iii.

CONTACT US

For registration, Conference Mobile App, or general NYU Hospitality Investment Conference inquiries, please visit us on the fifth floor or email hospitality.conf@nyu.edu.



@NYUHOSPITALITY

CONFERENCE AGENDA

AS OF MAY 29, 2019

SUNDAY, JUNE 2

6:00 p.m. to 8:00 p.m.

HILTON WELCOME RECEPTION

Hilton Celebrating 100 Years

WELCOME ADDRESS

Kevin J. Jacobs, Chief Financial Officer, Hilton
Eight Floor, Broadway Lounge

Join us as we open the 2019 NYU International Hospitality Industry Investment Conference and celebrate Hilton's 100 Years! Meet, mingle, and network with the professionals who drive this stimulating, evolving, and fascinating industry. (*Dress is business casual.*)

MONDAY, JUNE 3

7:00 a.m. to 7:55 a.m.

NETWORK AND NOSH

Fifth Floor, Westside Ballroom

Enjoy a hearty breakfast with colleagues, as you prepare for an enlightening day that will focus on changes and trends in the industry.

8:00 a.m. to 11:40 a.m.

GENERAL SESSIONS

8:00 a.m. to 8:15 a.m.

WELCOME FROM NYU JONATHAN M. TISCH CENTER OF HOSPITALITY

Sixth Floor, Broadway Ballroom

Nicolas Graf, PhD, the associate dean of the NYU School of Professional Studies Jonathan M. Tisch Center of Hospitality, will provide opening remarks to kick off the first day of the Conference, which is packed with high-energy panels and informative breakout sessions.



Nicolas Graf

Associate Dean, NYU School of Professional Studies, Jonathan M. Tisch Center of Hospitality; Conference Co-Host

8:20 a.m. to 8:45 a.m.

CONFERENCE CHAIR'S OPENING REMARKS

Sixth Floor, Broadway Ballroom

Learn about all that is happening in the industry, why the Conference is important, and how it is structured to provide the most relevant and timely information.



Jonathan M. Tisch

Chairman and CEO of Loews Hotels & Co. and Co-Chairman of the Board of Loews Corporation

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CONFERENCE AGENDA

AS OF MAY 29, 2019

8:45 a.m. to 8:50 a.m.

AMERICAN HOTEL & LODGING (AHLA) UPDATE

Sixth Floor, Broadway Ballroom



Chip Rogers

President and Chief Executive Officer, AHLA

8:55 a.m. to 9:40 a.m.

THE CEOS CHECK IN: A VIEW FROM THE TOP

Sixth Floor, Broadway Ballroom

Learn from top hospitality executives about the evolving investment landscape and the changing consumer base, as well as the ways in which the competition is pressing these CEOs to lead their brands and to differentiate their companies.

MODERATOR:



Kelly Evans

Kelly Evans, Anchor, *The Exchange* and Co-Anchor, *Power Lunch*, CNBC

PANELISTS:



Keith Barr

Chief Executive Officer, InterContinental Hotels Group (IHG)



Sébastien M. Bazin

Chairman and Chief Executive Officer, Accor



Mark S. Hoplamajian

President and Chief Executive Officer, Hyatt Hotels Corporation



Patrick Pacious

President and Chief Executive Officer, Choice Hotels International



Arne Sorenson

President and Chief Executive Officer, Marriott International

9:45 a.m. to 10:25 a.m.

THE REIT STUFF: CURRENT BUSINESS CHALLENGES AND OPPORTUNITIES IN THE REIT SEGMENT

Sixth Floor, Broadway Ballroom

The leadership of some of the most important US lodging REIT's will discuss the exigencies of their business model based upon current economic indicators and what lies ahead. What is capturing their attention: asset acquisitions/dispositions, M&A, new technology...or all of the above? What do they expect from managers? How are evolving distribution models changing their relationships with the brands? What will smart owners and investors look for moving forward?

MODERATOR:



Jeffrey A. Horwitz

Head, Hospitality, Gaming & Leisure and Co-head, Private Equity Real Estate, Proskauer

PANELISTS:



Michael D. Bluhm

Executive Vice President and Chief Financial Officer, Host Hotels & Resorts



Leslie Hale

President and Chief Executive Officer, RLJ Lodging Trust



Daniel P. Hansen

Chairman, President, and Chief Executive Officer, Summit Hotel Properties



Douglas A. Kessler

Chief Executive Officer, Ashford Hospitality Trust



Neil H. Shah

President and Chief Operating Officer, Hershah Hotels and Resorts

10:30 a.m. to 11:00 a.m.

THE BATTLE FOR THE CUSTOMER AND THE GROWING INFLUENCE OF “BIG TECH”

Sixth Floor, Broadway Ballroom

Last year, Google surpassed Kayak in flight referrals to airline websites. Expedia also announced the launch of the Expedia Action for the Google Assistant, providing customers with the ability to book and manage itineraries through hands-free voice commands. Forty-four percent of US consumers indicated they would book travel on Amazon if the service was available. There are new announcements daily regarding the ways in which technology is changing how customers purchase travel. Where is distribution and travel planning headed? What are the implications for hotels? Learn the answers to these critical questions.

MODERATOR:



Yutta Shelton
US Consulting
Hospitality Leader,
Deloitte

PANELISTS:



Patrick T. Bosworth
Co-Founder and Chief
Executive Officer,
Duetto



Lee Pillsbury
Managing Director,
Thayer Ventures



Cyril Ranque
President, Lodging
Partner Services,
Expedia Group



Rob Torres
Industry Director,
Google Travel

11:05 a.m. to 11:40 a.m.

STATISTICALLY SPEAKING

Sixth Floor, Broadway Ballroom

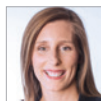
Data is a critical factor in the hospitality industry for planning, growth, expansion, and taking advantage of new and emerging opportunities. Learn from two of the top industry research and consultation specialists about current trends, and hear their forecasts for the future.

MODERATOR:



Mark Woodworth
Senior Managing
Director, CBRE Hotels'
America Research

COPRESENTERS:



Amanda Hite
President and Chief
Executive Officer, STR



Stephen Rushmore, Jr.
President and Chief
Executive Officer, HVS

11:40 a.m. to 12:00 p.m.

COFFEE BREAK

Fifth Floor, Westside Ballroom

Meet Conference sponsors, as well as other industry leaders. Network as you reenergize with refreshments prior to attending Concurrent Workshops.

CONFERENCE AGENDA

AS OF MAY 29, 2019

12:00 noon to 1:00 p.m.

CONCURRENT WORKSHOPS

The Conference's concurrent workshops focus on specialized topics of interest, allowing attendees to customize their experience, while gaining critical industry information from interactive panel discussions.

WORKSHOP I - Finance PRIVATE EQUITY: SEARCHING FOR DEALS AND ROI IN THIS CYCLE

Sixth Floor, Winter Garden/Majestic

Given where we are in the cycle, where is private equity looking for investment returns in the lodging space today? M&A? Property acquisitions? Brand acquisitions? Tighter asset management? Bold technological moves? Hear how these smart private equity investors are creating ROI through selective investing, sound structuring, and educated opportunism.

MODERATOR:



Rick Ross
Co-Chair, Global Hotels and Leisure, Dentons

PANELISTS:

- **Tracey Gamble**, Managing Director, Apollo
- **Akshay Goyal**, Senior Vice President, US Hotel Acquisitions, Starwood Capital Group
- **Bradley Levy**, Partner, DLA Piper
- **Joseph D. Long**, Managing Partner, KHP Capital Partners
- **Scott Trebilco**, Managing Director, Blackstone

WORKSHOP II - Design THINKING INSIDE YOUR BOX

Fifth Floor, Salon 2

Owners are constantly looking for ways to increase a property's revenue. At times, it is important to think inside the box (within the hotel footprint) to uncover hidden returns on investment. Panelists will explore a variety of creative options for turning underperforming areas into revenue generators.

MODERATOR:



Scott P. Rosenberg
President, JN+A

PANELISTS:

- **Tom Brennan**, Senior Vice President of Asset Management, Xenia Hotels & Resorts, Inc.
- **Chad L. Crandell**, Managing Director and Chief Executive Officer, CHMWarnick
- **Dave Johnson**, Chairman and Chief Executive Officer, Aimbridge Hospitality
- **Lawrence Yates**, Director of Business Development, Westmont Hospitality

General session and workshop speaker biographies are available on our CONFERENCE MOBILE APP. For additional details, visit page iii.

WORKSHOP III –
Industry Segment
**LUXURY: TOP OF MIND IN
TOP OF CLASS**

Fifth Floor, Salon 4

Interest in the luxury segment remains robust for investors and travel customers. This panel will focus on the most current thinking regarding luxury brands, high-end traveler demands, how expectations are met in this competitive space, and why investors still strive to own in this segment.

MODERATOR:



Karen Rubin
Principal, Karen Rubin
Hotels

PANELISTS:

- **James Bermingham**, Executive Vice President, Operations, Montage International
- **Karl Bieberach-Dielman**, Global Chief Development Officer, Rosewood Hotel Group
- **Bart Carnahan**, Executive Vice President, Global Business Development and Portfolio Management, Four Seasons Hotels and Resorts
- **Mark Keiser**, Chief Development Officer, SH Hotels & Resorts
- **Homi Vazifdar**, Managing Director, Canyon Equity

WORKSHOP IV – Operations
**FRANCHISING: THE GROWTH
ENGINE FOR THE INDUSTRY**

Fifth Floor, Booth/Edison

Owners, operators, and brand companies will share their views on franchising, including important issues to consider, the role that each party plays in a franchised deal, and keys to success.

MODERATOR:



Joel Eisemann
Chief Development
Officer, The Americas,
InterContinental Hotels
Group (IHG)

PANELISTS:

- **Bill Fortier**, Senior Vice President, Development, Americas, Hilton
- **Naveen P. Kakarla**, President and Chief Executive Officer, HHM
- **Jagruti Panwala**, Chairwoman, AAHOA
- **Noah J. Silverman**, Chief Development Officer, North America Full Service Hotels, Marriott International
- **Bill Stadler**, Chief Investment Officer, Aimbridge Hospitality

CONFERENCE AGENDA

AS OF MAY 29, 2019

WORKSHOP V – Finance **THE FUTURE OF FINANCIAL LEADERSHIP IN THE HOSPITALITY INDUSTRY: STRATEGIC THINKING FROM THE C-SUITE**

Fifth Floor, Broadhurst/Belasco

The future of work, the future of smart. Managing risk, promoting transparency, allocating capital, nurturing talent, and building stakeholder confidence. When machines become workers, what is the human role? Assimilating and analyzing data to make financial decisions in more complex and scalable ways. This workshop will offer a focus on future mindset and what you need to know now in order to successfully lead your organization forward.

MODERATOR:



Michael A. Fishbin
Global and Americas
Hospitality Leader, EY

PANELISTS:

- **Matthew Brenner**, Chief Financial Officer, Loews Hotels
- **Kym Janney**, Chief Financial Officer, MCR
- **Lynne Roberts**, Executive Vice President, Capital Markets, Aimbridge Hospitality
- **David B. Wyshner**, Chief Financial Officer, Wyndham Hotels & Resorts

WORKSHOP VI – Industry Data **KNOWING THE CUSTOMER AND THE SUPREMACY OF DATA**

Fourth Floor, Wilder

Data collection and interpretation are considered to be the keys to understanding customer behavior and penetrating markets. Which new data collection technologies will the smart hotel owner or investor pay for and do we know the ROI's on those investments? How can data be translated into actionable items for staying on top of the competition?

MODERATOR:



Mark Woodworth
Senior Managing
Director, CBRE Hotels'
America Research

PANELISTS:

- **Jeffrey Emenecker**, Senior Director of Analytics, Cvent
- **John R. Hach**, Senior Industry Analyst, TravelClick, an Amadeus Company
- **Stacey Nadolny**, MAI, Managing Director, Senior Partner, HVS
- **Vail S. Ross**, Senior Vice President, Global Business Development and Marketing, STR

General session and workshop speaker biographies are available on our CONFERENCE MOBILE APP. For additional details, visit page iii.

WORKSHOP VII – Branding
**BRAND STRATEGY AND
THE ANTI-BRAND: WHEN
EVERYBODY IS A BRAND, IS
ANYONE UNBRANDED?**

Fourth Floor, Odets

No one opens a new independent hotel anymore—they open the first hotel in a new brand. We are not only seeing a proliferation of new brands from the big guys, but also a proliferation of micro-brands—that include less than 5 or 10 hotels—from start-ups and entrepreneurs. What, actually is considered a brand in today's lodging space? Does calling something a "brand" mean it is one? Why should owners pay anyone for a brand if they can put an interesting word on a marquee and create one themselves, perhaps paying third parties for distribution systems? What are the strategic differences between the big hotel companies that are buying existing brands and those creating new ones from scratch?

MODERATOR:



Christina Trauthwein

Editor in Chief,
Hospitality Group,
Hotel Business and
InspireDesign

PANELISTS:

- **Janis Cannon**, Senior Vice President, Upscale Brands, Choice Hotels International
- **Lisa Checchio**, Chief Marketing Officer, Wyndham Hotels & Resorts
- **Greg Doman**, Senior Vice President, Development, North and Central America, Luxury Hotels, Americas and Residential, Accor
- **Kathleen Flores**, Executive Vice President, Trump Hotels
- **Jennifer Gribble**, Vice President, Global Holiday Inn Express, avid, and Mainstream Growth, InterContinental Hotels Group (IHG)

WORKSHOP VIII - Finance
**360 DEGREES: A VIEW FROM
ACROSS THE SPECTRUM OF
MAJOR CAPITAL SOURCES**

Fourth Floor, Ziegfeld

Equity investments in hotels come from a diverse group of investor types. Each has its special needs, considerations, motivations, rationale, and outlook. This fascinating panel will highlight commonalities and differences among some of the most dominant types of capital sources for hospitality properties.

MODERATOR:



Francis J. Nardozza

Chairman and Chief
Executive Officer, REH
Capital Partners, LLC

PANELISTS:

- **Greg Kennealey**, Principal and Head of Hospitality, KSL Capital Partners
- **Benjamin D. Rowe**, Managing Partner, KHP Capital Partners
- **Atish Shah**, Executive Vice President and Chief Financial Officer, Xenia Hotels and Resorts
- **Matthew Sparks**, Executive Vice President and Chief Investment Officer, Park Hotels & Resorts
- **Richard Stockton**, Chief Executive Officer, Braemar Hotels & Resorts

CONFERENCE AGENDA

AS OF MAY 29, 2019

1:00 p.m. to 3:15 p.m.

GENERAL SESSIONS

1:00 p.m. to 2:00 p.m.

LUNCHEON

Sixth Floor, Broadway Ballroom

WELCOME



Nicolas Graf

Associate Dean, NYU School of Professional Studies, Jonathan M. Tisch Center of Hospitality; Conference Co-Host

HOTEL NEWS NOW STEPHEN W. BRENER SILVER PLATE AWARD

RECIPIENT:



Geoff Ballotti

President and Chief Executive Officer, Wyndham Hotels & Resorts

PRESENTER:



Stephanie M. Ricca

Editorial Director, *Hotel News Now*

2:05 p.m. to 2:35 p.m.

ONE-ON-ONE WITH CHRISTOPHER J. NASSETTA... MODERATED BY ANDREW ROSS SORKIN

Sixth Floor, Broadway Ballroom

INTERVIEW GUEST:



Christopher J. Nassetta

President and Chief Executive Officer, Hilton

INTERVIEW MODERATOR:



Andrew Ross Sorkin

Columnist and Co-anchor, *The New York Times*, CNBC

2:40 p.m. to 3:10 p.m.

GAMING - WITH AND WITHOUT THE GAMES

Sixth Floor, Broadway Ballroom

The major gaming firms are re-designing themselves in this new economy, venturing into non-gaming markets, diversifying horizontally within gaming, internationalizing, and using numerous other strategies to monetize their brands and grow. Hear from the top how these major players are designing and executing their exciting new future selves.

MODERATOR:



Len Wolman

Chairman and Chief Executive Officer, Waterford Group

PANELISTS:



James Allen

Chairman, Hard Rock International; Chief Executive Officer, Seminole Gaming



Mario Kontomerkos

Chief Executive Officer, Mohegan Gaming & Entertainment



Edward Pitoniak

Chief Executive Officer, Vici Properties

3:15 p.m. to 3:50 p.m.

COFFEE BREAK

Fifth Floor, Westside Ballroom

Meet Conference sponsors, as well as other industry leaders. Network as you reenergize with refreshments prior to attending Concurrent Workshops.

4:00 p.m. to 5:00 p.m.

CONCURRENT WORKSHOPS

The Conference's concurrent workshops focus on specialized topics of interest, allowing attendees to customize their experience, while gaining critical industry information from interactive panel discussions.

WORKSHOP IX - Industry Segment

EXTENDED STAY: EXTENDED LOVE AFFAIR

Fourth Floor, Wilder

Investors, lenders, owners and brands continue to exhibit high degrees of attraction to this segment, which comprises a substantial portion of the current US construction pipeline. What are the distinguishing characteristics of this property type and what makes it so enduringly popular? What's the secret sauce?

MODERATOR:



**Stacy Shoemaker
Rauen**

Vice President,
Hospitality Design
Group; Editor in Chief,
Hospitality Design

PANELISTS:

- **Jim Alderman**, Chief Development Officer and Executive Vice President, Extended Stay America
- **Ron Burgett**, Vice President, Franchise Development, Extended Stay, Choice Hotels International
- **Glenn Haussman**, Creator and Host, *No Vacancy News*
- **Kevin Schramm**, Regional Vice President, Mainstream Development, InterContinental Hotels Group (IHG)

WORKSHOP X - Operations WELLNESS TRENDS: A HEALTHY CONVERSATION

Fourth Floor, Odets

An evolving trend from breakfast to bedtime, hotels are delivering new solutions to support guests in becoming healthier, eating more wisely, sleeping well, and even "getting smarter," by using everything from biometrics to functional medicine. What are the challenges, opportunities, and ROS in this sphere, and what innovations come next?

MODERATOR:



Jeffrey Weinstein

Editor in Chief, *HOTELS
Magazine*

PANELISTS:

- **Emmanuel Arroyo**, Regional Director of Wellness, Rosewood Hotel Group
- **Neil Jacobs**, Chief Executive Officer, Six Senses Hotels Resorts Spas
- **Mia Kyrnicos**, Senior Vice President and Global Head of Wellbeing, Hyatt

CONFERENCE AGENDA

AS OF MAY 29, 2019

WORKSHOP XI – Finance

THE DEALMAKERS: CURRENT STRUCTURING INNOVATIONS

Fourth Floor, Ziegfeld

Whether it is a property transaction, a portfolio sale, or M&A activity, dealmakers play a critical role in making the match between buyers and sellers, but also in escorting the deal through to execution. Hear from some of the industry's top dealmakers regarding the most frequent sticking points of the dealmaking process, how buyers and sellers perceive the market differently from one another (or not), and where deal capital—equity and debt—is coming from now.

MODERATOR:



Keith M. Pattiz

Partner, McDermott Will & Emery

PANELISTS:

- **Peter Benudiz**, Partner, Sidley Austin
- **Peter E. Dannemiller**, Managing Director, Hodges Ward Elliott
- **Jeffrey Davis**, Senior Managing Director, JLL Hotels & Hospitality
- **Kevin E. Mallory**, Global Head and Senior Managing Director, CBRE Hotels
- **Louis Stervinou**, Managing Director, Eastdil Secured
- **Lawrence B. Wolfe**, Vice Chairman and Co-Head of Lodging, Newmark Knight Frank

WORKSHOP XII – Operations

ASSET MANAGEMENT IN TODAY'S BUSINESS ENVIRONMENT: ON WHAT SHOULD OWNERS FOCUS?

Fifth Floor, Salon 2

With the increasing proliferation of third-party "partners" that hotel managers align with to outsource previously on-site managerial functions, and with the increasing complexity of technology and distribution, what are the top hotel asset managers focusing on to drive ROI for their owners? Can good asset management really make a difference during the development process? Top hotel asset managers will share their observations and strategies.

MODERATOR:



Michelle Russo

Founder and Chief Executive Officer, Hotel Asset Value Enhancement (hotelAVE)

PANELISTS:

- **Greg Bingaman**, Director, Asset Management, Westmont Hospitality Group
- **Andrea Grigg**, Managing Director, Head of Asset Management, JLL Hotels & Hospitality
- **Jennifer Hansson**, Divisional Vice President of Asset Management, Ashford
- **Lawrence Trabulsi**, Executive Vice President, CHMWarnick

General session and workshop speaker biographies are available on our CONFERENCE MOBILE APP. For additional details, visit page iii.

WORKSHOP XIII – Finance
**CAPITALIZING ON THE
ECOTOURISM TREND**

Fifth Floor, Salon 4

Recent data reveals that a growing number of travelers are seeking out ecotourism experiences and are traveling around the world to do so. How can hotel companies adapt to meet demands? Systems to manage energy, water, and waste are now standard features in most major hotels and resorts, but what can they do outside of their own walls to capitalize more effectively on the ecotourism trend?

MODERATOR:



Katie B. Fallon

Executive Vice
President, Global Head
of Corporate Affairs,
Hilton

PANELISTS:

- **Randy Durband**, Chief Executive Officer, Global Sustainable Tourism Council (GSTC)
- **Melissa Locker**, Contributing Writer, Fast Company
- **Nancy Schumacher**, Executive Vice President of Travel and Tour Operations, National Geographic Partners
- **Darrell Wade**, Chairman and Co-founder, Intrepid Group

WORKSHOP XIV – Operations
**INVESTING IN THE GUEST
EXPERIENCE**

Fifth Floor, Booth/Edison

The goal is a “360-degree view of the customer,” or a comprehensive data environment filled with customer preferences that can be leveraged at different points of the customer journey to map the experience and simultaneously drive revenue growth. How far away is this vision from reality? Where is progress being made? Is investment in this vision mandatory for brands that want to remain competitive? Is there an adjacent industry that does this well, which could be a source of inspiration?

MODERATOR:



Jennie Blumenthal

Principal, PwC

PANELISTS:

- **Duncan Avis**, Principal, Advisory, KPMG
- **Corey McCarthy**, Vice President of Global Marketing, Beekeeper
- **Robert McDowell**, Chief Commercial Officer, Choice Hotels International
- **Ron Pohl**, Chief Operations Officer, Best Western Hotels & Resorts
- **JJ Steeley**, Executive Vice President, Customer Experience, Carbon Lighthouse

CONFERENCE AGENDA

AS OF MAY 29, 2019

WORKSHOP XV – Finance **WALL STREET WEIGHS IN: VIEWS FROM THE LODGING FINANCIERS AND ADVISORS**

Fifth Floor, Broadhurst/Belasco

With “new economy” investment options, how is Wall Street playing to win in today’s hospitality industry? What’s the road map for the investment thesis? Is lodging still seen as a hedge for inflationary pressures, or a likely victim of higher prices for goods and labor? Does technology change the answer?

MODERATOR:



Reza Akhavi

Managing Director and
Co-Head of Real Estate
Investment Banking,
Deutsche Bank

PANELISTS:

- **Naftali Holtz**, Managing Director, Goldman, Sachs & Co.
- **Tyler Rindler**, Managing Director, Morgan Stanley
- **Davin Thigpen**, Managing Director, J.P. Morgan
- **Evan Weiss**, Chief Operating Officer and Principal, LW Hospitality Advisors
- **Paul M. Whyte**, Managing Director and Vice Chairman of Real Estate Investment Banking Capital Markets, Credit Suisse

WORKSHOP XVI – Industry Segment **RESORTS AND THE RESORT INVESTMENT THESIS: MIX IT UP**

Sixth Floor, Winter Garden/Majestic

Resort projects today are often characterized by a mix of property types—the pure hotel, hotel condo, timeshare, and private homes or villas, not to mention the recreational/entertainment amenities. Is this, ultimately, what customers want or is it simply the only way these types of projects can be financed? What is the next trend and when (and where) can we expect to see it?

MODERATOR:



John Melicharek

Partner, Baker &
Hostetler

PANELISTS:

- **Mark Durliat**, Chief Executive Officer and Co-Founder, Grace Bay Resorts
- **Sourav Ghosh**, Senior Vice President, Host Hotels & Resorts
- **Federico J. Sánchez**, President and Chief Executive Officer, Interlink
- **Andrew Wharton**, Managing Director, REH Capital Partners
- **Jim Wiseman**, President of Development, Margaritaville Holdings

5:00 p.m. to 6:30 p.m.

PUERTO RICO TOURISM COMPANY HOSTS THE GRAND NETWORKING RECEPTION

Sixth Floor, Broadway Ballroom

Puerto Rico Tourism Company will host the Grand Networking Reception on Monday evening. Enjoy your favorite beverages and savor tasty selections, specially prepared by Marriott culinarians. It’s the perfect way to begin your evening as you mingle with friends and colleagues.

CONFERENCE SPONSORS

Stop by the Expo Café during available hours to visit our conference sponsors! This year, the Expo will be located in the foyer and the Westside Ballroom on the fifth floor, as well as in the foyer on the sixth floor.

You also can recharge your cell phone at one of our Conference charging stations while you enjoy breakfast or set up your own personal Conference agenda through our mobile app during a coffee break.

Interested in learning more about the NYU School of Professional Studies and its programs? Visit our admissions booth or talk to a student at the Tisch Center booth. Both will be located in the 5th floor Westside Ballroom. We look forward to seeing you!

EXPO CAFÉ

*Fifth Floor Foyer and Westside Ballroom,
and Sixth Floor Foyer*

Monday, June 3 from 7:00 a.m. to 6:30 p.m.

Tuesday, June 4 from 7:15 a.m. to 4:00 p.m.

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- REH Capital Partners
- RLJ Lodging Trust
- Rosewood Hotel Group
- Shearman & Sterling LLP
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- Xenia Hotels & Resorts

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The NYU International Hospitality Industry Investment Conference thanks Jonathan M. Tisch for his continuous dedication and ongoing support of the NYU School of Professional Studies and the Jonathan M. Tisch Center of Hospitality.

Photo Credit: Scott McDermott for Loews Hotels

TUESDAY, JUNE 4

7:15 a.m. to 8:15 a.m.

NETWORK AND NOSH

Fifth Floor, Westside Ballroom

Enjoy a tasty breakfast with colleagues, as you prepare for an enlightening day that will focus on changes and trends in the industry.

8:30 a.m. to 11:10 a.m.

GENERAL SESSIONS

8:30 a.m. to 9:10 a.m.

INDUSTRY LEADERS DISCUSS CURRENT TRENDS SHAPING THE FUTURE OF TRAVEL AND HOW TO CAPITALIZE ON WHAT'S COMING NEXT

Sixth Floor, Broadway Ballroom

Accomplished industry leaders will share their perspectives on the current trends and events that are shaping the future of the travel and hospitality industries. Will brand proliferation continue or is there some finite limit to the number of brands? Are we close to reaching it? Will it be robotics, AI, or some other emerging new technology that will be part of every traveler's daily life five years from now? What are the smart leaders doing to be ready and to capitalize on these trends?

MODERATOR:



Adam Weissenberg

Vice Chairman; National Managing Partner, Audit and Assurance Clients and Industries; Global Leader, Transportation, Hospitality, and Services, Deloitte

PANELISTS:



Puneet Chhatwal

Managing Director and Chief Executive Officer, The Indian Hotels Company Limited



Sean M. Dell'Orto

Chief Financial Officer, Park Hotels & Resorts



Ken Greene

President, Americas, Radisson Hotel Group



Michael C. Mathis

President & Chief Operating Officer, MGM Springfield



Michelle Rutledge

Director, Ferguson Partners

9:15 a.m. to 9:55 a.m.

THE LEADERS CHECK IN - PART TWO: CONSOLIDATION, SCALE, AND THE STRUCTURE OF THE HOSPITALITY INDUSTRY

Sixth Floor, Broadway Ballroom

Is technology leveling the playing field so that entities of any size can compete, or is it making scale more important than ever? With the "big guys" getting bigger and a lot of little start-ups in our industry, are we headed towards a future where a handful of very big players control a large number of brands? The OTA stable has already shrunk through M&A. Will it boil down to one or two powerful mega-providers, and what would this mean for the hotel business? Building on the themes discussed in past sessions, these savvy leaders will share their innovative thinking.

MODERATOR:



Scott D. Berman

Principal, PwC

PANELISTS:



Chris Cahill

Deputy Chief Executive Officer, Accor



John L. Cohan

Chief Executive Officer, Margaritaville Holdings



Elie Maalouf

Chief Executive Officer, Americas, InterContinental Hotels Group (IHG)



Greg Mount

President and Chief Executive Officer, RLH Corporation

CONFERENCE AGENDA

AS OF MAY 29, 2019

10:00 a.m. to 10:35 a.m.

LEADERS PERSPECTIVE: CURRENT CYCLE REALITIES: TRANSACTIONS AND MONEY

Sixth Floor, Broadway Ballroom

In this prolonged cycle, where are the real opportunities for your companies and your investors? Is there fear of buying high, of not buying at all, or of not selling high enough? How much does transaction structure influence what you will and won't do, and how much structural creativity can be mustered at this point in time? C-Suite leaders will share with us their modus operandi for success in today's dynamic business environment.

MODERATOR:



Meghan Cocci

Co-Chair, Global Hotels and Leisure, Dentons

PANELISTS:



Kevin J. Jacobs

Chief Financial Officer, Hilton



Michael Medzigian

Managing Partner, Watermark Capital Partners



Leeny Oberg

Executive Vice President and Chief Financial Officer, Marriott International



Gilda Perez-Alvarado

Chief Executive Officer, JLL Hotels & Hospitality



Mitesh Shah

Chief Executive Officer, Noble Investment Group

10:40 a.m. to 11:10 a.m.

ANATOMY OF A TRANSACTION

Sixth Floor, Broadway Ballroom

Real estate dealmakers will provide insights into the most compelling lodging transactions taking place at this time, including underwriting issues, structuring challenges and implementation of repositioning strategies, and value enhancement initiatives.

MODERATOR:



Arthur Adler

Chairman, Americas, Hotels and Hospitality Group, JLL Hotels & Hospitality

PANELISTS:



Tyler Morse

Chief Executive Officer and Managing Partner, MCR

TWA Hotel: The iconic former TWA terminal at JFK, designed by Eero Saarinen in 1962 and abandoned since 2001, has undergone a dramatic transformation to become one of the industry's biggest sensations. Conference attendees will have an opportunity to go behind the scenes with the key player in its development to gain a firsthand account of how the project was conceived, its challenges and triumphs, and what the future holds.



The Honorable Ricardo Rosselló

Governor, Puerto Rico

Recovery in Puerto Rico... The Comeback Kid

The epic damage and disruption sustained by the island of Puerto Rico in September 2017, as the result of Hurricane Maria, captured the world's attention. While the island still faces many issues, there is great opportunity and an interesting and inspiring story now unfolding about how the island's tourist infrastructure and tourism industries are being resurrected, and how are they morphing. Learn firsthand about the multifaceted efforts that have been undertaken to rise from the ashes in this jurisdictionally complex territory, where the forces of commonwealth and national government, as well as private capital are all intersecting with a common goal, but with some uncommon challenges.

11:15 a.m. to 11:40 a.m.

COFFEE BREAK

Fifth Floor, Westside Ballroom

Meet Conference sponsors, as well as other industry leaders. Network as you reenergize with refreshments prior to attending Concurrent Workshops.

11:45 a.m. to 12:45 p.m.

CONCURRENT WORKSHOPS

The Conference's concurrent workshops focus on specialized topics of interest, allowing attendees to customize their experience, while gaining critical industry information from interactive panel discussions.

WORKSHOP XVII –

Industry Segment

ECONOMY: THE IN PLACE TO BE?

Sixth Floor, Winter Garden/Majestic

Who are the buyers, sellers, owners, and operators in this space today? How is technology changing this part of the lodging industry and what can we expect in the next five years? What are trends in asset pricing and financing?

MODERATOR:



Stephanie Ricca

Editorial Director,
Hotel News Now

PANELISTS:

- **Karen Gilbride**, Head of avid hotels, InterContinental Hotels Group (IHG)
- **Lance Miceli**, Executive Vice President and Chief Marketing Officer, G6 Hospitality
- **Chip Ohlsson**, Executive Vice President and Chief Development Officer, North America, Wyndham Hotels & Resorts
- **Paul Sacco**, Executive Vice President and President of Global Development, RLH Corporation
- **Hannes Spanring**, Chief Executive Officer, Meininger Hotels

WORKSHOP XVIII – NYU

Jonathan M. Tisch Center of Hospitality Alumni Panel

LOYALTY AND THE FUTURE OF CUSTOMER RETENTION PROGRAMS

Fifth Floor, Booth/Edison

Loyalty programs are evolving in new and innovative ways. The consumer is in the driver's seat, as existing loyalty programs pivot to address shifts in customer behavior and preferences. Today, loyalty is more complex than ever before, reaching way beyond traditional recognition and discounts programs.

As the stakes become higher in increasing customer retention and share of wallet, key players in the travel and tourism industry must step up their game to not only survive, but to thrive.

This workshop will explore the latest changes, trends, insights, and practices that are shaping the industry's efforts to build strong relationships with the customer base *and* keep them.

MODERATOR:



Ronald Castro

Chief Strategist, ROCA Marketing, and Adjunct Faculty, NYUSPS Tisch Center of Hospitality

PANELISTS:

- **Zach Rosenblum**, Senior Accounts Manager, Hello Alfred
- **Nicole Wolf**, Real Estate Manager, Sonder
- **Louise Zhao**, Senior Analyst of Lodging Program Management & Innovation, American Express

CONFERENCE AGENDA

AS OF MAY 29, 2019

WORKSHOP XIX - Operations INFORMATION TECHNOLOGY AND THE DIGITAL REVOLUTION

Fifth Floor, Broadhurst/Belasco

Digital transformation is at the top of the agenda for CIO's across the industry. Learn about the ways in which today's leaders are leveraging technology to better connect with guests, reduce costs, and manage big data. How will blockchain, mobile platforms, robotics, and artificial intelligence transform the business?

MODERATOR:



Mark A. Lunt
Principal, EY

PANELISTS:

- **Maud Bailly**, Chief Digital Officer, Accor
- **Dan Berger**, Founder, Vice President and General Manager, Social Tables
- **Dan Kornick**, Chief Information Officer, Senior Vice President, Loews Hotels & Co.
- **Scott Strickland**, Chief Information Officer, Wyndham Hotels
- **Tony Zolla**, Senior Vice President, Digital Product and Technology, Hyatt Hotels

WORKSHOP XX - Finance THE LATEST ON THE HOTTEST TREND IN HOSPITALITY: MERGERS & ACQUISITIONS

Fourth Floor, Wilder

Merger and acquisition activity in the hospitality industry is at an all-time high. This all-star panel will break down, discuss, and analyze the latest deals and the trends in hospitality M&A. What are the factors driving these deals; what is the best way to get them done, and what are the particular hot button issues that arise in M&A transactions and negotiations, including risk allocation, change of control triggers, withdrawal liability, ownership of intellectual property, and data breach exposure.

MODERATOR:



Todd E. Soloway
Partner, Pryor Cashman

PANELISTS:

- **Nicolas Broussaud**, Senior Vice President and Head of Transactions, Accor
- **Arthur Goldfrank**, Managing Director, Mergers and Acquisitions, Deutsche Bank
- **Rick S. Kirkbride**, Partner, Paul Hastings
- **Laura Mutterperl**, General Counsel, Dream Hotels
- **Philippe Zrihen**, Chief Business Officer and Partner, sbe Lifestyle Hospitality

General session and workshop speaker biographies are available on our CONFERENCE MOBILE APP. For additional details, visit page iii.

WORKSHOP XXI – Industry
Segment Roundtable
**FOCUS ON UPSCALE: A
SPECTRUM OF POSSIBILITIES**

Fourth Floor, Odets

Is it smaller rooms but cooler amenities, water parks, eco-friendliness, a great bar? Different upscale brands are using a variety of approaches to appeal to the upscale customer today. Who is that customer, and what does he or she really want? With a plethora of paths that lead to customer preference and loyalty, how do investors look at asset pricing in this segment? Who is buying, selling, and building these assets, and who's putting up equity?

MODERATOR:



Stefani C. O'Connor
Editor in Chief, *Hotel
Management/Questex*
Hospitality Group,
Questex

PANELISTS:

- **Kate Henriksen**, Senior Vice President, RLJ Lodging Trust
- **Amy A. Hulbert**, Vice President, Boutique and Upscale Brands, Best Western Hotels & Resorts
- **Tim Ryan**, Senior Vice President, Acquisitions, AJ Capital Partners and Graduate Hotels
- **Terry Sanders**, Chief Development Officer, Americas, Radisson Hotel Group

WORKSHOP XXII – Operations
**OPERATIONAL EFFICIENCY:
IMPROVING PROFITABILITY
BEYOND THE LOW HANGING
FRUIT**

Fourth Floor, Zeigfeld

How well does your manager maximize profits during an upturn or control expenses during a downturn? Basic overhead costs for services are unavoidable, but money tends to "fall through the cracks" if little attention is paid to these areas. Service agreements and invoices often conceal costly overcharges, redundant services, and price increases. Experts will discuss strategies for avoiding common pitfalls.

MODERATOR:



Sean Hennessey
Clinical Assistant
Professor, Jonathan
M. Tisch Center of
Hospitality

PANELISTS:

- **Eric Brown**, Executive Vice President, Business Development, Carbon Lighthouse
- **Ben Cary**, Senior Vice President, Development, North America, Meininger Hotels
- **David Marriott**, President, US Full Service Managed Hotels, Marriott International
- **Aaron Olson**, Senior Vice President of Hotel Operations, Crestline Hotels & Resorts
- **Dan Schneider**, Chief Executive Officer, SIB Fixed Cost Reduction

CONFERENCE AGENDA

AS OF MAY 29, 2019

WORKSHOP XXIII – Finance **ASSET PRICING AND VALUE: THE EYE OF THE BEHOLDER**

Fifth Floor, Salon 2

A hotel owner decides for any number of reasons to divest of an asset. A hotel buyer sees the listing and identifies the asset as one that meets its strategic objectives. To how is a sale price agreed? Is the process different depending upon whether there's an asking price? How do two parties come together on price when one wants the lowest and the other wants the highest? Experts will walk us through the process, why it works, and when it doesn't.

MODERATOR:



Daniel Lesser

President and Chief Executive Officer, LW Hospitality Advisors

PANELISTS:

- **Jeff Berkman**, Senior Vice President, Hodges Ward Elliott
- **John Hamilton**, Senior Vice President, Acquisitions and Business Development, Pyramid Hotel Group
- **Caroline Mahl**, Senior Vice President, Wells Fargo
- **Greg O'Stean**, Chief Development Officer, North America, Interstate Hotels & Resorts
- **Mark Schoenholtz**, Vice Chairman and Co-Head of Lodging Capital Markets, Newmark Knight Frank

WORKSHOP XXIV – Industry Segment **BOUTIQUE: WE KNOW IT WHEN WE SEE IT**

Fifth Floor, Salon 4

Soft brands, lifestyle brands, independents, boutique hotels... there is not only a proliferation of hotel brands today, but also of hotel sub-species. What do consumers and investors think about these options and what truly constitutes a "boutique" hotel today? How are investors capitalizing on this?

MODERATOR:



Stacy Silver

ISHC, President, Silver Hospitality Group

PANELISTS:

- **Heather Geisler**, Vice President, Global Brands, Hyatt Hotels Corporation
- **Sid Narang**, Chief Development Officer, sbe Lifestyle Hospitality
- **Allison Reid**, Chief Development Officer, Kimpton Hotels & Restaurants
- **Jay Stein**, Chief Executive Officer, Dream Hotel Group

General session and workshop speaker biographies are available on our CONFERENCE MOBILE APP. For additional details, visit page iii.

1:00 p.m. to 3:30 p.m.

GENERAL SESSIONS

1:00 p.m. to 1:55 p.m.

LUNCHEON

Sixth Floor, Broadway Ballroom

NYU SCHOOL OF PROFESSIONAL STUDIES JONATHAN M. TISCH CENTER OF HOSPITALITY SCHOLARSHIP AWARDS

Each year, generous contributions for conference sponsorship support graduate and undergraduate Tisch Center scholars and programs. Meet some of our best and brightest.

PRESENTERS:



Nicolas Graf

Associate Dean, NYU School of Professional Studies, Jonathan M. Tisch Center of Hospitality; Conference Co-Host



Susan Greenbaum

Interim Dean, NYU School of Professional Studies; Conference Host

2:00 p.m. to 2:40 p.m.

BEYOND THE BOARDROOM

Sixth Floor, Broadway Ballroom

Each year, Jonathan Tisch interviews a prominent member of the business community, focusing on the current events and big ideas that feed our industry. With social and technological trends continuing to influence business thinking on brands, his attention was drawn to Nobu, an organization that has successfully leveraged itself by starting with one restaurant and growing into a global luxury brand that encompasses a footprint in the food and beverage, hotel—and now—residential space. We are delighted to present what will be a fascinating discussion with Nobu executives Robert De Niro, Chef Nobu Matsuhisa, and Meir Teper.

INTERVIEW GUESTS:



©Brigitte Lacombe

Robert De Niro

Academy Award Winning Actor, Director and Producer; Owner, Nobu Hospitality



Chef Nobu Matsuhisa

Owner, Nobu Hospitality



Meir Teper

Owner, Nobu Hospitality

INTERVIEW MODERATOR:



Jonathan M. Tisch

Chairman and CEO of Loews Hotels & Co. and Co-Chairman of the Board of Loews Corporation

CONFERENCE AGENDA

AS OF MAY 29, 2019

2:45 p.m. to 3:30 p.m.

THE IREFAC C. EVERETT JOHNSON AWARD

Sixth Floor, Broadway Ballroom

The Industry Real Estate Finance Advisory Council (IREFAC), annually presents an award to an individual in the hospitality community who has shown remarkable business acumen in leading his/her organization to new levels of financial success.

RECIPIENT:



Mitesh Shah

Chief Executive Officer,
Noble Investment Group

PRESENTER:



Michael Murphy

Head of Lodging and
Leisure Capital, First
Fidelity Companies

FINANCIALLY SPEAKING: IREFAC INSIDERS

Sixth Floor, Broadway Ballroom

The latest (and greatest) from IREFAC. IREFAC is a highly respected organization, operating under the American Hotel & Lodging Association umbrella. It meets twice a year to discuss the latest deals, industry occurrences, and trends. In addition, it provides the funding that enable deals to go forward. This session affords attendees an inside look at an IREFAC meeting.

CO-MODERATORS:



Mark W. Elliott

President, Hodges
Ward Elliott



Michael Murphy

Head of Lodging and
Leisure Capital, First
Fidelity Companies

PANELISTS:



Christopher J. Jordan

Executive Vice
President, Wells Fargo



Michael Medzigian

Managing Partner,
Watermark Capital
Partners



Stephen D. Plavin

Chief Executive Officer,
Blackstone Mortgage
Trust



Mitesh Shah

Chief Executive Officer,
Noble Investment Group

General session and workshop speaker biographies are available on our CONFERENCE MOBILE APP. For additional details, visit page iii.

3:45 p.m. to 4:45 p.m.

CONCURRENT WORKSHOPS

The Conference's concurrent workshops focus on specialized topics of interest, allowing attendees to customize their experience, while gaining critical industry information from interactive panel discussions.

WORKSHOP XXV – Finance **IF NOT NOW, WHEN? TIMING IS EVERYTHING IN REAL ESTATE, AND HOTELS ARE NO EXCEPTION, PARTICULARLY WHEN IT COMES TO KEY INVESTMENT DECISIONS**

Sixth Floor, Winter Garden/Majestic

Buy? Sell? Hold? Refinance? Or Reinvest? Our panel of expert brokers will tackle the questions—What should I do now? What should I do next?

MODERATOR:



Anne R. Lloyd-Jones

Senior Managing Director and Director of Consulting and Valuation, HVS

PANELISTS:

- **John Bourret**, Managing Director, HFF
- **Edward Hoganson**, Chief Financial Officer and Chief Investment Officer, Crestline Hotels & Resorts
- **Chris Kramer**, Managing Director, Debt and Structured Finance, Newmark Knight Frank
- **Thomas P. McConnell**, Executive Managing Director, Head of Global Hospitality, Cushman & Wakefield
- **Mark K. Owens**, Executive Vice President and Head of Hospitality Capital Markets, CBRE

WORKSHOP XXVI – Industry Segment **MIDSCALE: TAKING THE TEMPERATURE OF THE MID-MARKET**

Fifth Floor, Salon 2

With a phalanx of new brands, what are the current trends in this segment? How is technology changing the box and the customer experience? What might we expect in the next five years?

MODERATOR:



Laura Benner

Senior Vice President, Hotel Asset Management, Colony Capital

PANELISTS:

- **Colin Carroll**, Vice President, Investments, Ashford
- **Michael Heaton**, President, Waterford Hotel Group
- **Mathew Jalazo**, Executive Vice President of Development, Winston Hotels
- **Nina Kleiman**, Executive Vice President, hotelAVE
- **Judd Wadholm**, Vice President, Owner Relations, Americas, Radisson Hotel Group

CONFERENCE AGENDA

AS OF MAY 29, 2019

WORKSHOP XXVII – Finance **THE LENDERS' PERSPECTIVE: LOOKING FORWARD**

Fifth Floor, Salon 4

How are lenders approaching projects today? Are they underwriting operating results that decrease from recent highs? To what extent are they willing to look at new build versus existing? What are pricing, loan-to-values, DCR's, and the other important metrics and do these differ by property class?

MODERATOR:



Philip Gordon
Partner, Perkins Coie

PANELISTS:

- **Kevin Davis**, Managing Director, JLL Hotels & Hospitality
- **Mark Lanspa**, Executive Vice President, Wells Fargo Bank
- **Steven Lichtenfeld**, Partner, Proskauer
- **Jonathan Mehlman**, Chief Executive Officer, Hospitality Investors Trust
- **Karen Ramos**, Managing Director, Loan Syndications, Credit Agricole CIB

WORKSHOP XXVIII – ISHC Research **THE BRICKS AND THE MORTAR: THE LATEST RESEARCH ON THE ON-GOING COSTS OF CAPEX**

Fourth Floor, Wilder

None of the new technologies— nor any of those on the radar— have yet to obviate the fact that a hotel remains a physical building, comprised of shorter- and longer-lived building components, and containing equipment and all kinds of personal property. These physical elements require capital investment over time. But how much and when? Representatives from the International Society of Hotel Consultants will share findings from their most recent “CapEx” study.

MODERATOR:



Suzanne R. Mellen
Senior Managing
Director-Practice
Leader, HVS

PANELISTS:

- **Alan Benjamin**, President, Benjamin West
- **Jim Marthinsen**, Vice President, Development and Capital Expenditures, Host Hotels & Resorts
- **Richard E. Pastorino**, Chief Executive Officer, REVPAR International
- **Chad F. Sorensen**, Managing Director and Executive Vice President, CHMWarnick

General session and workshop speaker biographies are available on our CONFERENCE MOBILE APP. For additional details, visit page iii.

WORKSHOP XXIX – Finance

QUALIFIED OPPORTUNITY ZONES/ QUALIFIED OPPORTUNITY FUNDS

Fourth Floor, Odets

As a new incentive for real estate and operating business investment in targeted areas, qualified opportunity zones and qualified opportunity risks have quickly become a "hot topic." Hospitality and hotel assets may be uniquely positioned to take advantage of this new incentive program through both real estate development and substantial rehabilitation of existing structures, as well as through the funding of the operations and appreciation in value related to the business. Learn how investor returns may be significantly increased and developer/sponsor/operators cost of capital may be incentivized through Qualified Opportunity Fund investment into the qualifying projects.

MODERATOR:



Gary E. Axelrod

Partner, LATHAM & WATKINS

PANELISTS:

- **Carla Campos**, Executive Director, Puerto Rico Tourism Company
- **S. Lawrence Davis**, President and Chief Executive Officer, Shorewood Real Estate Group
- **James O. Lang**, Shareholder, Greenberg Traurig
- **Michael Tillman**, Managing Principal, PTM Partners
- **Larry Wright, Jr.**, President and Chief Executive Officer, Wright Investments

WORKSHOP XXX – Operations

THE FUTURE OF WORK: TRANSFORMING BUSINESS

Fourth Floor, Ziegfeld

While the evolving role of talent has been a hot topic in the hospitality and travel ecosystem for decades, the proliferation of technology, shifting demographics, customer empowerment, and the rise of global talent markets have all accelerated the need to rethink talent. Case in point: the US Bureau of Labor Statistics estimates that the number of open positions in US travel and hospitality has grown from roughly 350K to over 1 million during the past 10 years. While the heart of hospitality will remain grounded in the human touch, embracing the future of work represents an opportunity for the industry to evolve its work, workforces, and workplaces."

MODERATOR:



Danielle Hawkins

Organizational Change and Talent Leader, Hospitality and Travel Practice, Deloitte

PANELISTS:

- **Raymond Co**, Senior Vice President Human Resources, The Americas, InterContinental Hotels Group (IHG)
- **Laura Fuentes**, Senior Vice President, Talent and Rewards, Hilton
- **Camille Lee**, Senior Director, Leadership Consulting, Ferguson Partners
- **Ralph Thiergart**, Vice President and General Manager, Extended Stay Brands, Choice Hotels International

SPECIAL THANKS

Dorothy A. Jennings

Executive Vice President, HVS
Conference Coordinator,
NYU International Hospitality Industry
Investment Conference

ABOUT THE NYU SCHOOL OF PROFESSIONAL STUDIES JONATHAN M. TISCH CENTER OF HOSPITALITY



Founded in 1831, NYU is one of the world's foremost research universities and is a member of the selective Association of American Universities. NYU has degree-granting university campuses in New York, Abu Dhabi, and Shanghai; has eleven other global academic sites, including London, Paris, Florence, Tel Aviv, Buenos Aires, and Accra; and both sends more students to study abroad and educates more international students than any other U.S. college or university. Through its numerous schools and colleges, NYU is a leader in conducting research and providing education in the arts and sciences, engineering, law, medicine, business, dentistry, education, nursing, the cinematic and performing arts, music and studio arts, public administration, social work, and professional studies, among other areas.



Established in 1934, the NYU School of Professional Studies (NYUSPS) is one of NYU's several degree-granting schools and colleges—each with a unique academic profile. The reputation of NYUSPS arises from its place as the NYU home for industry-focused education and applied research that is related to key knowledge-based fields, in which the New York region leads globally. This is manifest in the School's diverse graduate, undergraduate, and Professional Pathways programs that span a broad range of disciplines including: Accounting, Finance, and Law; Applied Health; Arts, Design, and Film, and TV; Economic and Urban Development; English Language Learning; Entrepreneurship; Fundraising and Grantmaking; Global Affairs; Global Security, Conflict, and Cybercrime; Event Management; Hospitality, Travel, and Tourism Management; Humanities; Human Capital Analytics and Technology; Human Resource Management and Development; Languages; Management and Systems; Marketing; Professional Writing; Project Management; Public Relations and Corporate Communication; Publishing; Real Estate, Real Estate Development, and Construction Management; Global Sport; Sports Business; and Translation.

More than 80 distinguished full-time faculty members collaborate with an exceptional cadre of practitioner/adjunct faculty members and lecturers to create a vibrant professional and academic environment that educates nearly 5,400 degree-seeking students from around the globe each year. In addition, the School fulfills the recurrent professional education needs of local, national, and international economies, as evidenced by over 18,000 Professional Pathways enrollments in Career Advancement Courses, Certificates, and Diploma Programs. The School's community is enriched by nearly 25,000 degree-holding alumni worldwide, many of whom serve as mentors, guest speakers, and advisory board members. For more information about the NYU School of Professional Studies, visit sps.nyu.edu.

ABOUT THE NYU SCHOOL OF PROFESSIONAL STUDIES JONATHAN M. TISCH CENTER OF HOSPITALITY

JONATHAN M. TISCH CENTER OF HOSPITALITY

The NYUSPS Jonathan M. Tisch Center of Hospitality has prepared global leaders in the dynamic, expanding industries of travel, tourism, and hospitality for more than 20 years. With widely recognized, cutting-edge undergraduate and graduate degree and noncredit Career Advancement Courses and Professional Diplomas, as well as a deep commitment to integrating theory with practice, the NYUSPS Tisch Center is the perfect environment in which to embark upon an academic journey that prepares professionals for careers in hospitality, travel, and tourism. Students have access to the extraordinary resources of New York University, one of the world's leading research and teaching institutions. Tisch Center students benefit not only from the expertise of dedicated full-time faculty members, but also from adjunct faculty members and guest lecturers who are renowned in their fields, unparalleled access to industry leaders, invaluable site visits and study away opportunities, and highly successful global alumni who serve as mentors. Through rigorous curricula, applicable research, and a hands-on approach to learning, students gain the preparation, knowledge, and skills sought by employers. For more information about the NYUSPS Jonathan M. Tisch Center of Hospitality, visit sps.nyu.edu/tisch.

TISCH CENTER EDUCATIONAL OFFERINGS

Degree Programs

Bachelor of Science Degree

- Hotel and Tourism Management

Master of Science Degrees

- Event Management
- Hospitality Industry Studies
- Tourism Management

Professional Pathways Programs

Certificates

- Events and Convention Management
- Food and Beverage Entrepreneurship and Innovation

Career Advancement Courses

- Destination Marketing
- Hotel Management
- Meeting, Conference, and Event Management
- Restaurant Management

For additional information on the Tisch Center, call **212-998-9100** or visit sps.nyu.edu/tischcenter.

CONNECT WITH AND HIRE TISCH CENTER STUDENTS

Extraordinary career opportunities are created for students of the Tisch Center through internships and industry partnerships, and our location in New York City. Students benefit from personalized career services that emphasize relationships with employers and alumni, on-campus recruiting, career fairs, and internship placements with leaders in their fields. These programs are designed to cultivate new professionals who will be prepared to assume global leadership roles in our sectors. For additional information about the Tisch Center, visit sps.nyu.edu/tischcenter.

If you are interested in recruiting interns or temporary, part-time, or full-time employees, we can introduce you to exceptional students and alumni who are seeking opportunities. For more details, visit page 37 or contact Jeannie Liakaris, assistant dean, NYU Wasserman Center for Career Development at the NYU School of Professional Studies at **212-992-9077** or eugenia.liakaris@nyu.edu.

JONATHAN M. TISCH CENTER GRADUATE PROGRAMS

The NYU School of Professional Studies Jonathan M. Tisch Center of Hospitality offers three graduate degrees: the **NEW Master of Science in Event Management**, the **Master of Science in Hospitality Industry Studies** and the **Master of Science in Tourism Management**. Students choose from a selection of concentrations and electives, enabling them to tailor their education to their career aspirations.

In addition to comprehensive course work, Tisch Center graduate students conduct industry research and complete a capstone project that focuses on global trends and issues. Students also may complete an optional internship that provides professional experience in the field. New graduates of the program are invited to join the Tisch Center Alumni Society, a network of alumni who maintain connections to the Center while working around the world in the industry.

MS IN EVENT MANAGEMENT

The **MS in Event Management** is a 36-credit program that includes a core curriculum, which provides the critical business skills required of event professionals, in the areas of finance and accounting, marketing, event production, risk management, and data analytics. The program also includes an internship requirement, affording students the opportunity to gain valuable work experience in the event sector prior to graduation.

The program offers elective classes in three tracks—business development, sport event management, and event operations. Students can select courses from across these tracks, allowing them to tailor the program to their own interests and professional goals. A capstone class provides students with the option to choose between a consulting practicum and an individual thesis.

Taught by faculty members who are leading industry professionals, the program is structured to meet the needs of working professionals and full-time students. Typically, students complete the degree within one-and-a-half years of full-time study or in two to three years of part-time study. Learning occurs in the classroom and in the field. Networking opportunities, lecture series, research projects, and internships provide students with valuable pathways to achieve their professional objectives—whether they are just launching their event career or have been working in the industry for years.

Those individuals with relevant work experience may be eligible to waive a core course with departmental approval. Waivers allow students to take alternative courses in their field of interest; they do not reduce the number of credits required to earn the degree.

MS IN HOSPITALITY INDUSTRY STUDIES

The **MS in Hospitality Industry Studies** is designed to prepare leaders for working in a dynamic and multifaceted field that is essential to local and regional economies around the world. Coursework includes industry specific case studies that provide a framework for mastering analytical methods, strategic management, and business principles. The knowledge and skills gained enable graduates to contribute to the profitability, market competitiveness, and effective branding of domestic and international hospitality companies and organizations. Students enrolled in the program become familiar with the legal requirements that impact

JONATHAN M. TISCH CENTER GRADUATE PROGRAMS

hotel operations—from labor issues and regulations related to national security, to contracts that must be enforceable across different legal systems. They acquire the expertise to identify opportunities, develop strategies, and implement best-practice models for a single property or a global brand. Integrating the needs of all key stakeholders—clients, employees, corporate partners, shareholders, and host communities—they learn innovative techniques to guide an organization to success. Concentrations include hotel finance, brand strategy, lodging operations, and revenue management.

MS IN TOURISM MANAGEMENT

The **MS in Tourism Management** provides students with a comprehensive understanding of the global tourism industry. The curriculum explores issues such as sustainability, policy, and development for students who are interested in the governmental, private, and nonprofit tourism sectors. Utilizing the advantages of its location in New York City—the world’s premier destination for international travel and business—the program integrates real-world application and academic theory to prepare students to excel in this multibillion-dollar industry.

Students learn about the use and the development of natural and cultural resources in tourism projects, the methods employed to reinvent a destination, and the opportunities to engage a destination’s local population. The program challenges them to discover how to apply technology in new ways to support a destination, how to attract and retain markets, and how to procure funding for development projects. The international scope of the program provides a framework for students to understand the interrelationship between business and politics, as well as the ways in which lawmakers develop policies that govern the flow of people and businesses within and between countries. Faculty members are respected experts in areas such as cultural heritage, customer management, and government policies that foster and sustain tourism and promote broader social and economic development objectives.

If you would like to learn more about Tisch Center academic programs or research opportunities, contact Academic Director, Lynn Minnaert, at **212-998-9137** or l.minnaert@nyu.edu.

For admissions information regarding the graduate programs or to learn more about other NYUSPS programs, please visit the NYU School of Professional Studies table in the Expo Café during the Conference, or contact the NYU School of Professional Studies Office of Admissions.

NYU School of Professional Studies
Office of Admissions
7 East 12th Street, Suite 921
New York, NY 10003

212-998-7100

sps.gradadmissions@nyu.edu

tisch.center@nyu.edu

sps.nyu.edu/tischcenter

twitter.com/nyutischcenter

tischcenterblog.com

JONATHAN M. TISCH CENTER UNDERGRADUATE PROGRAM

BS IN HOTEL AND TOURISM MANAGEMENT

The **BS in Hotel and Tourism Management** prepares students for management positions in some of the largest and fastest-growing economic sectors worldwide. Students learn how to develop new hotel and resort concepts; lead ecotourism initiatives; manage tourism bureaus, conference centers, and marketing agencies; succeed as meeting and special event managers; and take leading roles in restaurant and catering businesses. In this program, students acquire essential industry knowledge and leadership skills in hospitality finance and development, marketing and revenue management, conference and special event planning, tourism destination policy and promotion, and food and beverage operations, both in and out of the classroom. They gain hands-on experience through internships and industry events in New York City and around the world. They also build a valuable portfolio of professional experience and an extensive network within the industry. Concentrations include event management, hotel development, marketing and revenue management, organizations and operations, and tourism development.

If you would like to learn more about Tisch Center academic programs or research opportunities, contact Academic Director, Lynn Minnaert, at **212-998-9137** or l.minnaert@nyu.edu.

If you are interested in learning more about other NYUSPS programs, please visit the NYU School of Professional Studies table in the Expo Café during the Conference.

For admissions information regarding the undergraduate degree program, please contact the NYU Office of Admissions.

New York University
Office of Admissions
383 Lafayette Street
New York, NY 10003

212-998-4500

admissions@nyu.edu

tisch.center@nyu.edu

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twitter.com/nyutischcenter

tischcenterblog.com

Internships and Recruiting

GETTING INVOLVED WITH THE TISCH CENTER OF HOSPITALITY AS AN EMPLOYER

Whether you are seeking interns or temporary, part-time or full-time employees, we can introduce you to exceptional students and alumni who are seeking employment opportunities. Please inform your HR department or recruiters about the following.

HOSTING INTERNS

Undergraduate students at the NYU School of Professional Studies Jonathan M. Tisch Center of Hospitality are required to complete 600 internship hours. Many graduate students complete internships for credit as an elective. In the role of an internship supervisor, you gain access to talented students, while helping to train the next generation of hospitality and tourism professionals.

ON-CAMPUS ACTIVITIES

A variety of programs are available that promote interaction with students at the Tisch Center. Options include on-campus recruiting, information sessions, and our two annual Career and Internship Fairs. Additionally, events can be arranged on campus to share your expertise with students. Speaking on a panel, serving as a guest lecturer, and conducting mock interviews are just some of the ways to be involved.

POSTING ON NYU CAREERNET

Employers can post available jobs and internships on NYU CareerNet, our free, online database for professional opportunities. Once you complete the registration process, you can post positions and requirements for open jobs in your company or organization.

nyu.edu/careerdevelopment/employers/emp_list_your.php

For more information, contact Jeannie Liakaris, assistant dean, NYU Wasserman Center for Career Development at the NYU School of Professional Studies at **212-992-9077** or eugenia.liakaris@nyu.edu.

NYU SCHOOL OF PROFESSIONAL STUDIES DEAN AND JONATHAN M. TISCH CENTER OF HOSPITALITY FULL-TIME FACULTY MEMBERS



SUSAN GREENBAUM

Interim Dean
NYU School of Professional Studies



NICOLAS GRAF

Associate Dean
Jonathan M. Tisch Center of Hospitality



BRUNO EECKELS, PHD

Clinical Associate Professor



CHRISTOPHER GAFFNEY, PHD

Clinical Associate Professor



SEAN HENNESSEY

Clinical Assistant Professor



RECEP "RICHIE" KARABURUN

Clinical Assistant Professor



JUKKA M. LAITAMAKI, PHD

Clinical Professor



LYNN MINNAERT, PHD

Clinical Associate Professor and Academic Director



SHARR J. PROHASKA

Clinical Associate Professor



JING "CHRISTINE" YANG, PHD

Clinical Assistant Professor

CONFERENCE TIPS

The New York Marriott Marquis is the host hotel for the 41st Annual NYU International Hospitality Industry Investment Conference. The hotel is located in the heart of Times Square at 1535 Broadway (45th Street and Broadway) in New York City.

MAIN LOBBY

The lobby of the hotel is located on the eighth floor and is accessible from the main entrance on Broadway via the elevators and escalator. The eighth floor houses guest registration, the Manhattan Ballroom, and the hotel's restaurants and lounges, with the exception of The View. New York's only revolving rooftop restaurant, The View is located on the 47th floor. To access The View, take the private elevators located on the third floor.

Smoking Policy: Please be advised that the New York Marriott Marquis enforces a no-smoking policy in all guest rooms and public areas of the hotel. Violators of this policy may be fined.

EXPO CAFÉ

Fifth Floor Foyer and Westside Ballroom and Sixth Floor Foyers

<i>Hours:</i>	Monday, June 3	7:00 a.m. to 6:30 p.m.
	Tuesday, June 4	7:15 a.m. to 4:00 p.m.

PHONE CHARGING STATIONS

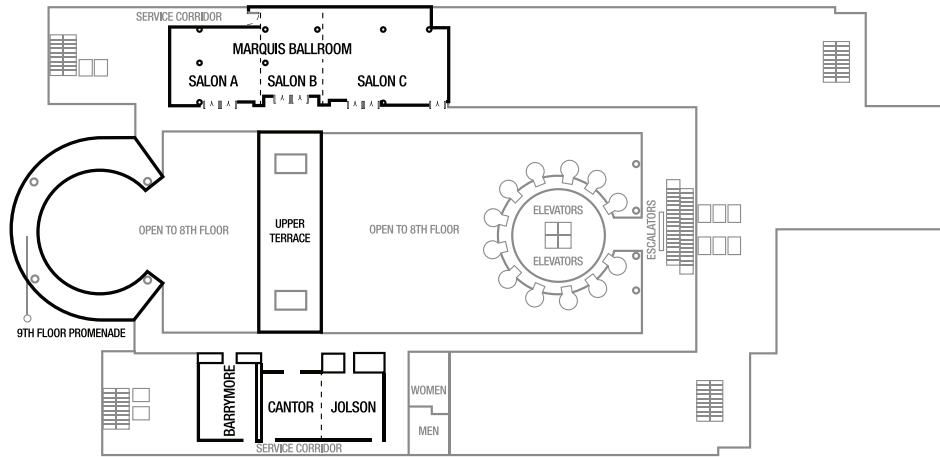
For your convenience, we will have charging stations available in the designated areas on the fifth floor and sixth floor!

CONTACT US

For registration, NYU Conference Mobile App, or general NYU Hospitality Investment Conference inquiries, please visit us on the fifth floor or email hospitality.conf@nyu.edu.

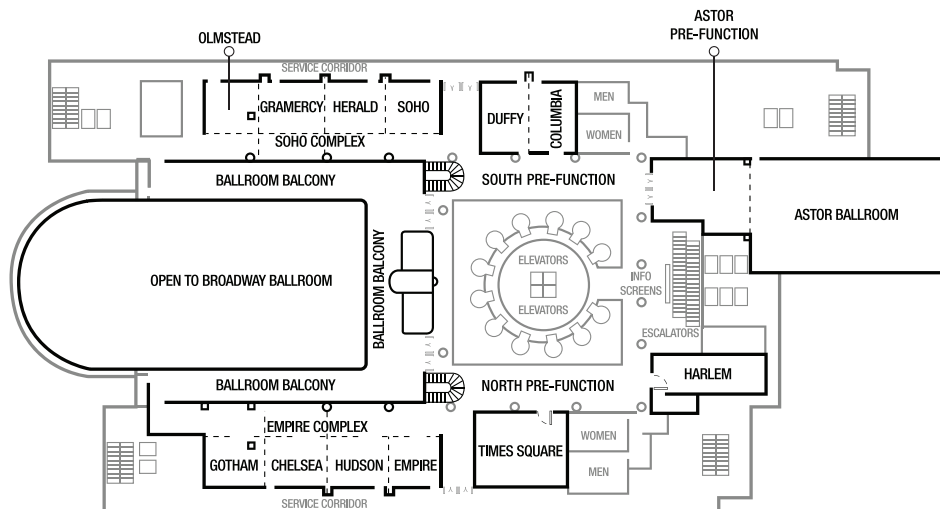
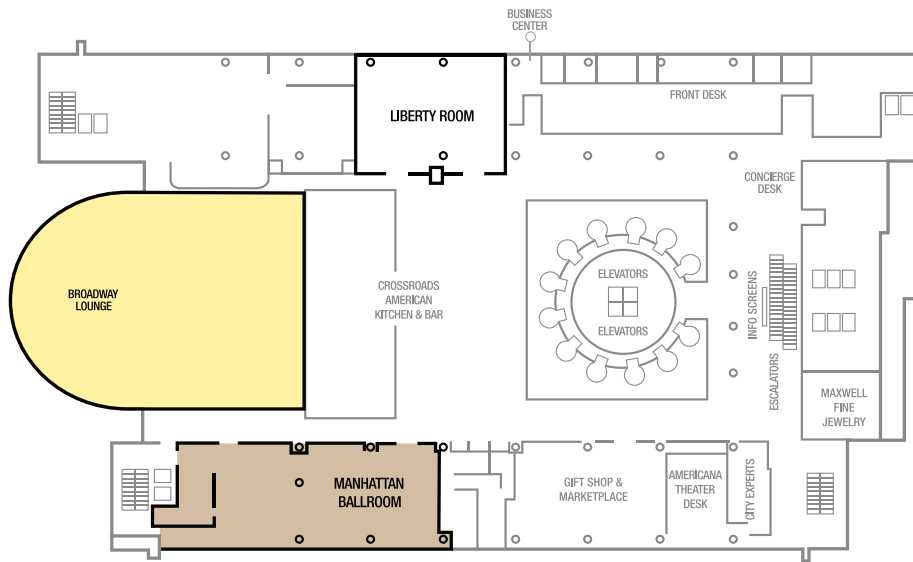
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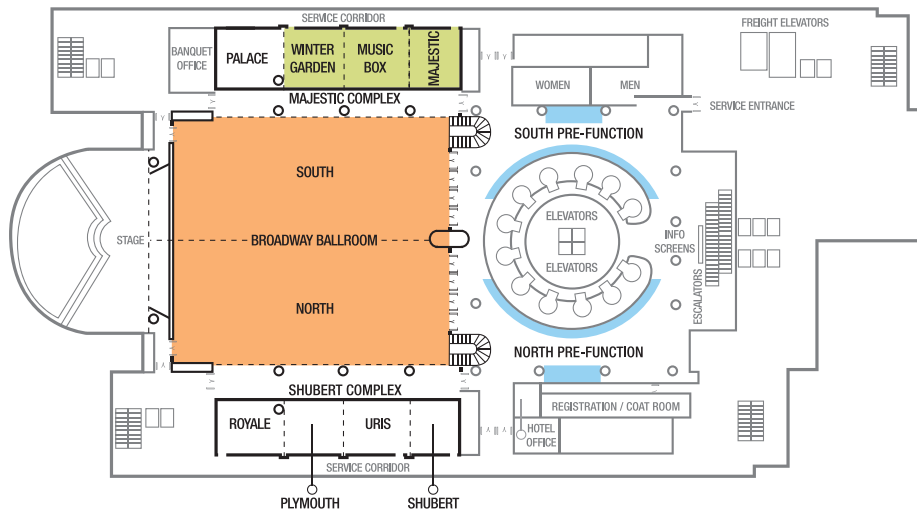
The 42nd Annual NYU International Hospitality Industry Investment Conference will be held **May 31 - June 2, 2020** at the New York Marriott Marquis in New York City. Please bookmark sps.nyu.edu/hospitalityconference.



LEGEND

- Networking Lounge
- Sunday Night Reception

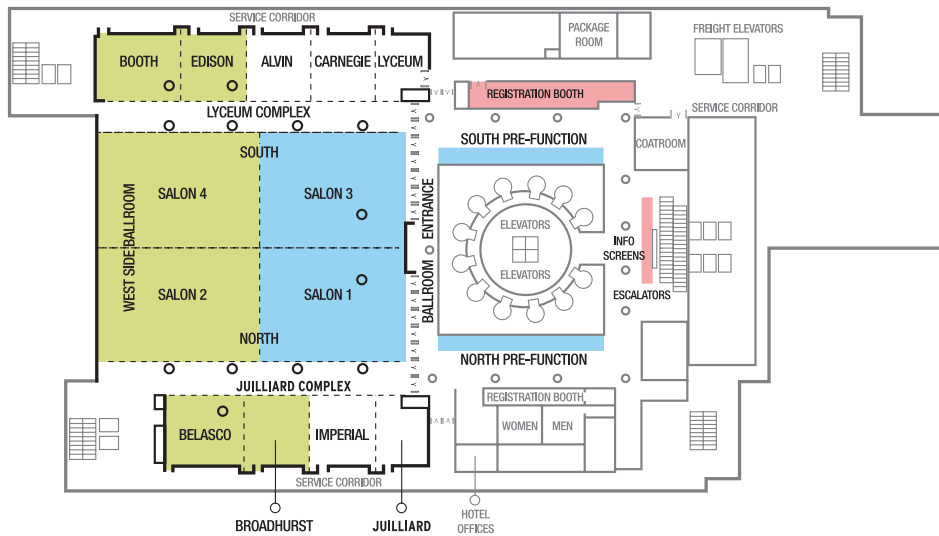




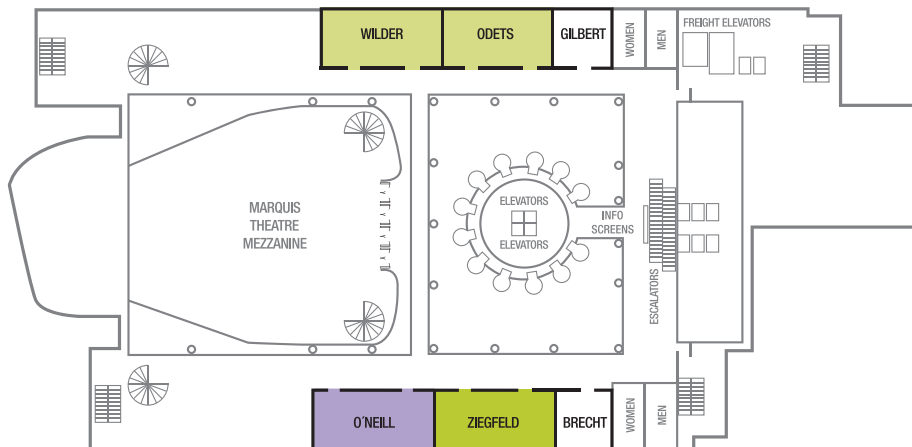
LEGEND

- Workshops
- NYU Headquarters
- Expo
- Badge Pickup and Onsite Registration Desk
- General Sessions, Luncheons, and Monday Night Reception

6TH FLOOR



5TH FLOOR



4TH FLOOR