

MONDAY, JANUARY 23, 2023

7:30am-8:00pm REGISTRATION & INFORMATION

Sponsored By:



8:00am-5:45pm CONTINUOUS COFFEE

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8:00am-5:45pm CHILL OUT AREA

8:30am-9:30am ALIS PRESENTS – SPEED MEET

It's Speed Dating – ALIS Style! If you are coming to ALIS to meet people, Speed Meet is a great way to start! Participants should bring plenty of business cards to this session.

9:00am-5:00pm HEADSHOT LOUNGE

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9:30am-12:00pm PLENARY SESSION

ALIS TECH CHALLENGE: WHAT'S HOT IN HOTEL TECHNOLOGY?

Let hotel owners be the judge!

DELIVERING PRODUCTS & SERVICES: DATA, TRENDS, & INSIGHTS HELP DRIVE ROI

11:30am-12:15pm HOTEL INVESTMENTS 101 – FROM ACRONYMS TO ZONING

11:45am-1:15pm NETWORKING LUNCH

1:00pm-4:45pm OPENING PLENARY SESSION

ALIS GRAND OPENING

ALIS LIFETIME ACHIEVEMENT AWARD

OPENING REMARKS & LOOKING AHEAD

THE NUMBERS – WHAT TO EXPECT IN 2023 & BEYOND?

BOARDROOM OUTLOOK: STRATEGY – CAPITALIZING ON SHIFTING TRAVEL TRENDS

Opportunity is knocking for hotels as group and business travelers continue to return to the road. Hotel owners and brands continue to explore short-term rental options and ancillary revenue sources such as flex workspace with remote workers coming into play. The balancing act becomes unique as leisure travel could have reached a plateau and there's plenty of competition from other sectors battling for consumers' attention. What travel trends emerge in 2023 could be the difference between success and so-so financial performances for hotels.

MEET THE FUTURE

FORWARD @ ALIS: ADVANCING WOMEN & MINORITIES IN HOTEL OWNERSHIP

AHLA FOUNDATION @ ALIS: IMPACT & INITIATIVES

MEET THE FUTURE

MONDAY, JANUARY 23, 2023

4:50pm-5:35pm **BREAKOUT SESSIONS**

SESSION 01 DEVELOPMENT TRACK – CDOs OUTLOOK

SESSION 02 ACQUISITIONS TRACK – DISTRESSED ASSETS

SESSION 03 HOTEL COMPANIES/AGREEMENTS TRACK – BRANDS & OWNERS ALIGNMENT

SESSION 04 DEVELOPMENT TRACK – UNIQUE PRODUCT & INNOVATION

SESSION 05 HOTEL SEGMENTS TRACK – THE BEST ROI

5:40pm-8:00pm **GALA OPENING RECEPTION**

Hosted By:



TUESDAY, JANUARY 24, 2023

7:30am-6:30pm **REGISTRATION & INFORMATION**

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8:00am-5:00pm **CONTINUOUS COFFEE**

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8:00am-5:00pm **CHILL OUT AREA**

9:00am-5:00pm **HEADSHOT LOUNGE**

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8:25am-11:15am **PLENARY SESSION**

BOARDROOM OUTLOOK: LEADERSHIP – ACCOUNTABILITY IN A CHANGING WORLD

Leadership skills have taken many twists and turns during the past few years, and that doesn't look to change moving forward as hotel industry leaders must adapt to many moving parts including the ever-changing labor landscape; diversity equity & inclusions efforts; environmental, social & governance adoption; demands from owners, shareholders, and consumers; and a host of other challenges. Hear how today's leaders are planning for tomorrow while addressing the needs of today.

MEET THE FUTURE

ALIS DEAL OF THE YEAR AWARDS

- DEVELOPMENT OF THE YEAR 2022
- SINGLE ASSET TRANSACTION OF THE YEAR 2022
- MERGER & ACQUISITION OF THE YEAR 2022
- JACK A. SHAFFER FINANCIAL ADVISOR OF THE YEAR 2022

ARNE SORENSON SOCIAL IMPACT LEADERSHIP AWARD

ISHC CAPEX 2022: THE RELEASE OF A NEW STUDY OF CAPITAL EXPENDITURES IN THE HOTEL INDUSTRY



TUESDAY, JANUARY 24, 2023

BOARDROOM OUTLOOK: ASSETS – ECONOMIC FACTORS IMPACTING HOTELS

An unpredictable economic picture coupled with a tight labor market, higher operating costs, and other uncertainties beyond their control, industry leaders weigh in on what it takes to ensure hotel assets have maximized value, minimized impact from inflation, and plan for a healthy future as owners continue to look to recover from the harsh financial realities of the pandemic.

11:15am-12:00pm NETWORKING BREAK

12:00pm-12:40pm BREAKOUT SESSIONS

SESSION 06 ACQUISITIONS TRACK – WALL STREET OUTLOOK

SESSION 07 OWNERSHIP TRACK – RENOVATING, REBRANDING, CONVERSIONS

SESSION 08 OPPORTUNITIES TRACK – ESG & HITTING TRIPLE BOTTOM LINE

SESSION 09 DEVELOPMENT TRACK – FEASIBILITY & OUTLOOK

SESSION 10 HOTEL SEGMENTS TRACK – EXTENDED STAY

12:45pm-2:30pm NETWORKING LUNCH

2:15pm-2:55pm BREAKOUT SESSIONS

SESSION 11 ACQUISITIONS TRACK – TRANSACTIONS OUTLOOK

SESSION 12 DEVELOPMENT TRACK – BATTLING INCREASING COSTS

SESSION 13 OPPORTUNITIES TRACK – CONVERGENCE OF PROPERTY TYPES

SESSION 14 HOTEL SEGMENTS – LIFESTYLE HOTELS

SESSION 15

FOOD & BEVERAGE??? NEW PROJECTS AND INVESTOR/LENDER APPETITE???

3:05pm-5:10pm PLENARY SESSION

BOARDROOM OUTLOOK: OPERATIONS – EFFICIENCY, COST CONTAINMENT, & GUEST SATISFACTION = ROI

The road to prosperity for hotel operators continues to be full of speed bumps and potholes as they search for life in the fast lane for each of their properties. Voluntary efficiencies created during the pandemic as well as those forced by a tight labor force and consumer demands, have provided a new layer of cost containment issues. Leaders will provide insights into where return on investment checks in as the industry tries to reach cruising speed.

ISHC PIONEER AWARD

MEET THE FUTURE

BOARDROOM OUTLOOK: PEOPLE – CULTIVATING THE MOST VALUABLE ASSET

People. No component is more important to the hotel industry. Employees from the front line to the C-Suite are in the spotlight as the human element of hotels moves to a front-and-center position. From diversity in inclusiveness and from compensation to competitiveness, industry leaders must create company cultures and environments that reach every level.

5:15pm-6:45pm NETWORKING RECEPTION

WEDNESDAY, JANUARY 25, 2023

7:00am-11:40am REGISTRATION & INFORMATION

Sponsored By:



8:00am-11:40am CONTINUOUS COFFEE

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UNIFOCUS

8:20am-11:10am PLENARY SESSION – MONEY MORNING

BOARDROOM OUTLOOK: STRATEGY – THE ADVANTAGE OF GLOBAL REACH

While growth opportunities remain strong in the U.S., American-based companies continue to look abroad for expansion. This global growth plan often requires unique solutions to regional challenges—but the return can be prosperous for owners, brands, operators, and employees. Leaders will talk about how a global expansion plan attains success in markets worldwide while benefitting a company as a whole.

MEET THE FUTURE

BOARDROOM OUTLOOK: ASSETS – BUY, BUILD, SELL, OR HOLD?

Finding financial and operation success depends on choosing wisely between these three words. Between impeccable timing, intense due diligence—and maybe even a touch of luck—hotel investors can shape a company's future by deciding which side of the acquisition equation they want to sit on, whether development is the right move or investing in a renovation, rebrand, or conversion is the answer. Leaders will talk about the questions, conditions, and decisions that they are encountering as they face this equation in 2023.

IREFAC – THE FINANCIAL GURUS TELL IT LIKE IT IS!

11:15am-11:55am MONEY MORNING SESSIONS

SESSION A MONEY MORNING: EQUITY

SESSION B MONEY MORNING: DEBT

SESSION C MONEY MORNING: THE CAPITAL STACK

11:55am ALIS CONCLUDES



PROGRAM PLANNING COMMITTEE

Dax Acosta, Montage International
Bob Alter, Seaview Investors, LLC
Walter Barela, LHA
Carmel Bendit, Casai
David Berins, Berins & Co., LLC
Michael Blake, HTNG
Billy L. Brown, LodgeCap
Tina Burnett, G6 Hospitality
Silvia Camarota, Women in Travel THRIVE
Javier Cano, JW Marriott/Ritz Carlton L.A. Live
Aileen Canta, IBF Hospitality
Kevin Carey, AHLA
Amanda Chivers, ISHC
Jim Chu, Hyatt Hotels Corporation
Meghan Cocci, Latham & Watkins LLP
Gabrielle Cuskelly, Sidley Austin LLP
Sean Dell'Orto, Park Hotels & Resorts
Lan Elliott, Castell Project, Inc. and DEI Advisors
Justin Epps, HAMA
John Fareed, Horwath HTL
Michelle Finn
Diane Fox, CBRE Hotels
Matt Frankiewicz, IHG Hotels & Resorts
Bob Gilbert, HSMAI
Ryan Girnun, DLA Piper
Kenneth R. Greger, August Leadership
Michael Grove, HotStats
John Hamilton, Benchmark Pyramid
Rob Hays, Ashford Inc.
Ed Hoganson, Crestline Hotels & Resorts
Andrew Holt, Eastdil Secured
Christina Jelski, Travel Weekly
Lindsay Jewell, Perkins Coie LLP
Ashli Johnson, HLT.100
Holly Kaye, Lodging Magazine

Stacey Konkel, Piper Sandler
Daniel Konzelmann, Noble Investment Group
Adam Kopald, Goodwin
Christopher Lee, Dentons
Michael Lipson, Access Point Financial
Rika Lisslo, Hyatt Hotels Corporation
Mark Lomanno, Kalibri Labs
Luigi Major, HVS
Tony Malk, Hodges Ward Elliott
Fouad Malouf, Red Roof
Vanessa Mange, Virgin Hotels
Jeff Miller, Wells Fargo Bank
Bobby Molinary, Marriott International
Greg O'Stean, Aimbridge Hospitality
Keith Oltschick, Remington Hotels, LLC
Vinay Patel, AAHOA
Chuck Pinkowski, Pinkowski & Company
Mark Purcell, ACCOR
Brian Quinn, Sonesta
Stephanie Ricca, Hotel News Now
Chip Rogers, AHLA
Vail Ross, STR
Monica Salter, Outrigger Hospitality Group
Kristin Schneider, JLL
Mark Shalala, Choice Hotels International
Angelo Stambules, Huntington Bank
Jeff Stulmaker, KHP Capital Partners
Edward Walsh, HBI
Elizabeth West, BTN
Andrew Wharton, REH Capital Partner, LLC
Mark Williams, Extended Stay of America
Taylor Williams, Goldman Sachs
Michael Woodward
Croft Young, Morgan Stanley

DEAL OF THE YEAR AWARDS COMMITTEES

Development of the Year 2022

Chair: **JP Ford**, Lodging Econometrics
Raj Chandnani, WATG | Wimberly Interiors
John Fareed, Horwath HTL
Bruce Ford, Lodging Econometrics
Ryan Girnun, DLA Piper LLP (US)
Warren Marr, PwC
Francis J. Nardoza, REH Capital Partners, LLC
Kirsten Smiley, HVS

Merger & Acquisition of the Year 2022

Chair: **Michael Murphy**, First Fidelity Companies
Arthur Goldfrank, Deutsche Bank
Larry Kwon, Moelis & Company
Bradley G. Langner, Piper Sandler
Scott Smith, Goldman, Sachs & Co
Phillip Summers, Lazard Freres & Co. LLC
Croft Young, Morgan Stanley

Single Asset Transaction of the Year 2022

Chair: **John R. Karver**, Karv Corp
Patrick Deming, Eastdil Secured
Teague Hunter, Hunter Hotel Advisors
Jared Kelso, Cushman & Wakefield
Rich Lillis, Colliers
Daniel C. Peek, Hodges Ward Elliott
Gilda Perez-Alvarado, JLL
Robert B. Stiles, RobertDouglas
Bob Webster, CBRE
Lawrence B. Wolfe, Newmark

Jack A. Shaffer Financial Advisor of the Year 2022

Chair: **Thomas J. Corcoran Jr.**, TCOR Hotel Partners
Anthony Capuano, Marriott International
Jim Chu, Hyatt Hotels Corporation
Joel Eisemann, IHG Hotels & Resorts
Kevin J. Jacobs, Hilton
Martin Newburger, KSL Capital Partners
Mehul Patel, NewcrestImage

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IN ASSOCIATION WITH:



The American Hotel & Lodging Association (AHLA) is the sole national association representing all segments of the U.S. lodging industry. Headquartered in Washington, D.C., AHLA focuses on strategic advocacy, communications support and workforce development programs to move the industry forward. Learn more at www.AHLA.com.



The BHN Group is the worldwide leader in developing and organizing conferences for the hotel and tourism investment community. With over three decades of experience, more than 160 events completed to-date, and in excess of 110,000 international delegates, these conferences have become "must attend" events for industry leaders who come together to network, conduct business, and to learn about the latest trends. The current slate of events include: the Americas Lodging Investment Summit (ALIS) in Los Angeles; ALIS Law in Los Angeles; ALIS Summer Update; Alternative Ownership Conference Asia Pacific (AOCAP) in Singapore; Caribbean Hotel & Resort Investment Summit (CHRIS) in Miami; Hotel Investment Conference Asia Pacific (HICAP) in Singapore; HICAP UPDATE; Hotel Opportunities Latin America (HOLA) conference in Miami; and HICAP Australia New Zealand (HICAP ANZ) in Sydney. The BHN Group's website at www.Burba.com is the gateway for information about the annual conferences it produces, as well as a direct link to important players in the hospitality investment world.

THE ALIS LEGACY:



The AHLA Foundation, the charitable giving arm of the American Hotel & Lodging Association, is dedicated to helping people build careers, improve their lives, and strengthen the lodging industry. From lifting individuals out of poverty and connecting them with a life-long career in the industry to providing certifications to promote current hotel employees into leadership positions, the Foundation's programs are changing the industry by changing lives. We are committed to elevating, educating, and empowering individuals and the public on the industry's story of opportunity and advancement. The Foundation is funded solely by contributions from generous individuals and companies who want to give back to the hotel industry and ensure a successful future. Learn more at www.AHLAFoundation.org.

As of August 2022