44TH ANNUAL NYU
INTERNATIONAL HOSPITALITY INDUSTRY INVESTMENT CONFERENCE
JUNE 5–7, 2022
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, Loews Corporation

Conference Vice Chair
Jeffrey Stewart
Founder and President, Walnut Hill
Advisors

Conference Host
Nicolas Graf, PhD
Jonathan M. Tisch Chaired Professor and
Associate Dean, Jonathan M. Tisch Center
of Hospitality, NYU School of Professional
Studies

Conference Co-Host
Lynn Minnaert, PhD
Academic Director, Clinical Associate
Professor, NYU School of Professional
Studies, Jonathan M. Tisch Center of
Hospitality

Conference Coordinator
Dorothy A. Jennings
Executive Vice President, HVS

@nyuhospitality  #nyuhospitality  Conference

sps.nyu.edu/hospitalityconference

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, visit sps.nyu.edu/tischcenter, or call 212-998-9100.
# Workshops & General Sessions At-A-Glance

## Sunday, June 5

- **6:00 p.m. to 8:00 p.m.**
  - **Welcome Reception**
  - **9th Floor Lounge**

## Monday, June 6

- **7:00 a.m. to 7:55 a.m.**
  - **Network and Nosh**
  - **Fifth Floor, Westside Ballroom**

- **8:00 a.m. to 12:15 p.m.**
  - **General Sessions**
  - **Sixth Floor, Broadway Ballroom**

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<td>8:00 a.m.</td>
<td>Welcome from NYU Jonathan M. Tisch Center of Hospitality</td>
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<td>8:10 a.m.</td>
<td>Conference Chair’s Opening Remarks</td>
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<td>8:25 a.m.</td>
<td>Policy Update</td>
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<td>9:00 a.m.</td>
<td>The CEOs Check In: A View from the Top</td>
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<td>10:00 a.m.</td>
<td>Whither Value: The Outlook for Interest and Capitalization Rates</td>
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<td>10:45 a.m.</td>
<td>Coffee Break in the Exhibitor Areas</td>
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<td>11:00 a.m.</td>
<td>Hotel Values and Trends - Statistically Speaking! An Analysis of Industry Trends</td>
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<td>11:30 a.m.</td>
<td>Inter-Disciplinary Leadership Summit: Point and Counterpoint</td>
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<td>12:20 p.m.</td>
<td>Concurrent Workshops: Workshop I – Finance</td>
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<td>Workshop II – Design/Development</td>
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<td>Enhanced Storytelling: How to Use Branding to Elevate Your Hotel</td>
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<td>Workshop III – Industry Segment</td>
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<td>Lifestyle Hotels: Learnings in the New Normal</td>
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<td>Fourth Floor, Ziegfeld</td>
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<td>1:15 p.m.</td>
<td>General Sessions: Lunch</td>
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<td>2:05 p.m.</td>
<td>Lunch</td>
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<td>2:05 p.m.</td>
<td>Welcome Hotel News Now Stephen W. Brener</td>
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<td>2:05 p.m.</td>
<td>Silver Plate Award</td>
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<td>2:40 p.m.</td>
<td>Perspectives in Leadership: Focusing on Staying Focused</td>
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<td>3:25 p.m.</td>
<td>Labor Impact with Upcoming CBA Negotiations</td>
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<td>3:45 p.m.</td>
<td>Concurrent Workshops: Workshop IX – Industry Segment</td>
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<td>The New Amenities Race</td>
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<td>Workshop X – Finance</td>
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<td>How Deals Get Done: The Insider Perspective</td>
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**Workshop IV – Operations**
- The Franchising Model Today and the Power of Partnerships
  - Fifth Floor, Booth and Edison in the Lyceum Complex
- Digital Securities: Tokenized Property Interests and the Capital Stack of the Future
  - Fifth Floor, Salon 4 in the Lyceum Complex
- Industry Data
  - Using Customer Data to Formulate a Competitive Advantage
    - Fifth Floor, Salon 2 in the Julliard Complex
- Technology
  - How Technology Touches the Human Touch: Innovations at the Asset Level
    - Sixth Floor, Belasco and Broadhurst in the Julliard Complex
- Workshop VIII – Finance
  - Private Capital – Land of Investment Opportunity in the New Normal Environment
    - Sixth Floor, Winter Garden in the Majestic Complex

**Workshop V – Finance**
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- Workshop VIII – Finance
  - Private Capital – Land of Investment Opportunity in the New Normal Environment
    - Sixth Floor, Winter Garden in the Majestic Complex
WORKSHOPS & GENERAL SESSIONS AT-A-GLANCE

WORKSHOP XI – Operations
OWNERS, MANAGERS, FRANCHISORS AND FRANCHISEES: THE DYNAMICS OF POWER
Fourth Floor, Ziegfeld

WORKSHOP XII – Industry Segment
NYC: INJURED, BUT NOT OUT…:
Fifth Floor, Booth and Edison in the Lyceum Complex

WORKSHOP XIII – Operations
BRAND GROWTH: IT’S A BIG DEAL
Fifth Floor, Salon 4 in the Lyceum Complex

WORKSHOP XIV – Finance
THE VIEW FROM THE BANKERS
Fifth Floor, Salon 2 in the Julliard Complex

WORKSHOP XV – Industry Segment
THE FUTURE OF DRIP PRICING
Fifth Floor, Belasco and Broadhurst in the Julliard Complex

WORKSHOP XVI – Operations
EXTENSIVE INTEREST IN EXTENDED STAY
Sixth Floor, Winter Garden in the Majestic Complex

5:00 p.m. to 6:30 p.m.
NETWORKING RECEPTION
Fifth Floor, Westside Ballroom

TUESDAY, JUNE 7

7:00 a.m. to 8:15 a.m.
NETWORK AND NOSH
Fifth Floor, Westside Ballroom

8:15 a.m. to 12:20 p.m.
GENERAL SESSIONS

8:15 a.m. to 8:20 a.m.
WELCOME BACK
Sixth Floor, Broadway Ballroom

8:20 a.m. to 9:15 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

9:20 a.m. to 10:15 a.m.
The Leaders Check In – Part Two: Consolidation, Scale, and the Structure of the Hospitality Industry
Sixth Floor, Broadway Ballroom

10:20 a.m. to 11:10 a.m.
Industry Leaders’ Think Tank
Sixth Floor, Broadway Ballroom

11:10 a.m. to 11:25 a.m.
COFFEE BREAK IN THE EXHIBITOR AREAS
Fifth Floor and Sixth Floor Foyers

11:25 a.m. to 11:35 a.m.
The IREFAC C. Everett Johnson Award
Sixth Floor, Broadway Ballroom

11:35 a.m. to 12:20 p.m.
FINANCIALLY SPEAKING: IREFAC INSIDERS
Sixth Floor, Broadway Ballroom

12:25 p.m. to 1:15 p.m.
CONCURRENT WORKSHOPS

WORKSHOP XVII – Labor and Technology
LABOR AND THE SERVICE-PROFIT CHAIN: IS IT TIME FOR A PARADIGM SHIFT?
Fifth Floor, Belasco and Broadhurst in the Julliard Complex

WORKSHOP XVIII – Industry Segment
UPSCALE AND UPPER UPSCALE: IT’S COMPLICATED
Fourth Floor, Wilder

WORKSHOP XIX – NYU Jonathan M. Tisch Center for Hospitality Alumni Panel
MAXIMIZING RESULTS: INSIDER INSIGHTS
Fourth Floor, Odets

WORKSHOP XX – Design/Development
CREATING HIGH DESIGN WITH LIMITED FUNDS
Fourth Floor, Ziegfeld

WORKSHOP XXI – Industry Segment
DEAL STRUCTURE THAT GETS DEALS DONE
Fifth Floor, Salon 4 in the Lyceum Complex

WORKSHOP XXII – Operations
OPTIMIZING VALUE: THINKING AHEAD WHEN STRUCTURING THE HMA
Fifth Floor, Salon 2 in the Julliard Complex

WORKSHOP XXIII – Operations
THE FUTURE OF AGILE
Fifth Floor, Booth and Edison in the Lyceum Complex

1:20 p.m. to 2:10 p.m.
LUNCHEON
Sixth Floor, Broadway Ballroom

2:15 p.m. to 3:00 p.m.
GENERAL SESSION
SHOW US THE MONEY: WHERE IS LODGING INDUSTRY CAPITAL COMING FROM TODAY?
Sixth Floor, Broadway Ballroom
UPDATED COVID & SAFETY PROTOCOL

All guests will need to show proof of vaccination when entering the Marriott Marquis event space. Visitors must show a valid government-issued photo ID. All visitors must show proof of being up-to-date on their COVID-19 vaccination, which includes the booster when eligible, with an FDA-authorized or WHO-listed vaccine.

If you have any questions, please contact (212) 992-9100.

UPDATED COVID & SAFETY PROTOCOL

All attendees who register and attend the 44th Annual NYU International Hospitality Industry Investment Conference voluntarily understand, acknowledge, and assume the potential risks related to possible exposure to the COVID-19 virus. All guests agree to abide by the relevant health and safety guidelines issued by New York University and the venue.

All plans may be subject to change pending any health guidelines issued by the federal, state, or city governments, the venues, or the university.

DOWNLOAD THE 2022 NYU INTERNATIONAL HOSPITALITY INDUSTRY INVESTMENT CONFERENCE MOBILE APP:

Use your phone’s native camera app and hover over the QR code below. Click through the link and earn access to our conference agenda, speaker bios, and more!

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

CVENT FOR APPLE

CVENT FOR ANDROID
Welcome to the 44th Annual NYU International Hospitality Industry Investment Conference. It is great to finally be back together in person. The pandemic has taken a personal and professional toll on everyone, and while our industry has been impacted harder than most, your presence here is a testament to its resilience.

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 as we continue to navigate challenging times.

This year, our annual CEOs Check-In session will feature Keith Barr, chief executive officer, IHG Hotels & Resorts; Sébastien Bazin, chairman and chief executive officer, Accor; Anthony Capuano, chief executive officer, Marriott International; Mark S. Hoplamayan, president and chief executive officer, Hyatt Hotels Corporation; Christopher J. Nassetta, president and chief executive officer, Hilton; and be moderated by Sara Eisen, Anchor, “Closing Bell,” CNBC.

On Monday afternoon, in the Beyond the Boardroom segment, the guest speaker Eric L. Adams, Mayor of New York City will address the conference.

The NYU School of Professional Studies and the Jonathan M. Tisch Center of Hospitality are honored to host this conference and 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 sponsors over the years have allowed us to build a unique and ambitious scholarship program that benefits the students.

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, 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 (NYU SPS) community, it is our great pleasure to welcome you to the 44th 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 also are greatly appreciative of the tireless efforts of Dorothy A. Jennings, and Karen Rubin for their 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,

Nicolas Graf, PhD
Jonathan M. Tisch Chaired Professor and Associate Dean, Jonathan M. Tisch Center of Hospitality, NYU School of Professional Studies
Conference Host
More than 60 Tisch Center and Howard University student volunteers are on-site as hosts to assist attendees throughout the Conference. Please introduce yourself if you have a moment. Tisch Center and Howard University 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 34 or contact Edwin Raagas, director, School of Professional Studies, Wasserman Center for Career Development at edwin.raagas@nyu.edu.

Visit sps.nyu.edu/hospitalityconference to view our sponsors, special recognitions, our speaker biographies, and other important conference information.
EXECUTIVE PLANNING COMMITTEE

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

CONFERECE VICE CHAIR
JEFFREY STEWART
Founder and President, Walnut Hill Advisors

CONFERECE HOST
MICHAEL MAGRANS
EY

GARY E. AXELROD
LATHAM & WATKINS

GEOFF BALLOTTI
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NYU SPS Tisch Center of Hospitality

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Proskauer

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The Boca Raton, MSD Real Estate Partners

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Hilton

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HVS

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PricewaterhouseCoopers (PwC)

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EY

CAROLINE MAHL
Wells Fargo N.A.

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FRANCIS J. NARDOZZA
REH Capital Partners

GILDA PEREZ-ALVARADO
JLL | Hotels & Hospitality

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BWH Hotel Group

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Sonesta International Hotels

SCOTT P. ROSENBERG
Nehmer

RICK ROSS
Dentons

KAReN E. RUBIN
Karen Rubin Hotels

STEPHEN RUSHMORE, JR.
HVS

MIT SHAH
Nobel Investment Group

NOAH J. SILVERMAN
Marriott International

JEFFREY STEWART
Walnut Hill Advisors

LEN WOLMAN
Waterford Hotel Group

CONFERENCE CO-HOST
LYNN MINNAERT, PHD
Academic Director, Clinical Associate Professor, NYU School of Professional Studies, Jonathan M. Tisch Center of Hospitality

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Executive Vice President, HVS

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Hilton

DOROTHY A. JENNINGS
HVS

JEANELLE JOHNSON
PricewaterhouseCoopers (PwC)
CONFERENCE NAME BADGE PICKUP
Fifth Floor
Hours:
• Sunday, June 5
  2:00 p.m. to 8:00 p.m.
• Monday, June 6
  7:00 a.m. to 6:30 p.m.
• Tuesday, June 7
  7:00 a.m. to 2:00 p.m.

NETWORKING LOUNGE
Fifth Floor, Westside Ballroom
Available:
• Monday, June 6
  7:00 a.m. to 3:00 p.m.
• Tuesday, June 7
  7:00 a.m. to 3:00 p.m.

COFFEE BREAKS
Fifth Floor Foyer and Westside Ballroom and Sixth Floor Foyers
Meet Conference sponsors, as well as other industry leaders. Network as you reenergize with refreshments prior to attending Concurrent Workshops.
Breaks:
• Monday, June 6
  10:45 a.m. to 11:00 a.m.
  3:45 p.m. to 4:00 p.m.
• Tuesday, June 7
  11:10 a.m. to 11:25 a.m.

EXHIBITOR AREAS
Fifth and Sixth Floor Foyers
Hours:
• Monday, June 6
  7:00 a.m. to 6:30 p.m.
• Tuesday, June 7
  7:15 a.m. to 3:00 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, or general NYU Hospitality Investment Conference inquiries, please visit us on the fifth floor or email hospitality.conf@nyu.edu.

@NYUHOSPITALITY
SUNDAY, JUNE 5

6:00 p.m. to 8:00 p.m.
**WELCOME RECEPTION**
9th Floor Lounge

Join us as we open the 2022 NYU International Hospitality Industry Investment Conference! Meet, mingle, and network with the professionals who drive this stimulating, evolving, and fascinating industry. (*Dress is business casual.*)

MONDAY, JUNE 6

7:00 a.m. to 7:55 a.m.
**NETWORK AND NOSH**
Fifth Floor, Westside Ballroom

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

8:00 a.m. to 12:15 p.m.
**GENERAL SESSIONS**

8:00 a.m. to 8:10 a.m.
**WELCOME FROM NYU JONATHAN M. TISCH CENTER OF HOSPITALITY**
Sixth Floor, Broadway Ballroom

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

8:10 a.m. to 8:20 a.m.
**CONFERENCE CHAIR’S OPENING REMARKS**
Sixth Floor, Broadway Ballroom

An introduction on what is happening in the industry, why the Conference is important, and how it is structured to provide the most relevant and timely information.

Nicolas Graf, PhD
Jonathan M. Tisch Chaired Professor and Associate Dean, Jonathan M. Tisch Center of Hospitality, NYU School of Professional Studies Conference Host

Jonathan M. Tisch
Chairman and CEO of Loews Hotels & Co. and Co-Chairman of the Board, Loews Corporation Conference Chair
8:25 a.m. to 8:55 a.m.
POLICY UPDATE
Sixth Floor, Broadway Ballroom

MODERATOR:
Jeffrey Stewart
Founder and President,
Walnut Hill Advisors
Conference Vice Chair

PANELISTS:
Brian Crawford
Executive Vice President
of Government Affairs,
American Hotel &
Lodging Association

Andy Ingraham, PhD
President, Founder and
Chief Executive Officer,
National Association
of Black Hotel Owners,
Operators and
Developers (NABHOOD)

Laura Lee Blake, Esq.,
President and Chief
Executive Officer,
AAHOA

Lynette Montoya
Chief Executive Officer,
Latino Hotel Association

9:00 a.m. to 9:55 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:
Sara Eisen
Anchor, “Closing Bell,”
CNBC

PANELISTS:
Keith Barr
Chief Executive Officer,
IHG Hotels & Resorts

Sébastien M. Bazin
Chairman and Chief
Executive Officer, Accor

Anthony Capuano
Chief Executive Officer,
Marriott International

Mark S. Hoplamazian
President and Chief
Executive Officer, Hyatt
Hotels Corporation

Christopher J. Nassetta
President and Chief
Executive Officer, Hilton
10:00 a.m. to 10:45 a.m.
WHITHER VALUE: THE OUTLOOK FOR INTEREST AND CAPITALIZATION RATES
Sixth Floor, Broadway Ballroom

It’s been some time since the hotel investment markets have had to factor meaningful concerns about interest rate increases into their valuation calculus. Welcome to 2022: The cost of debt is increasing, not just for new acquisitions and development, but for all existing assets whose capital stacks include floating rate debt. With equity investor demand for hotel assets still strong, how might higher interest rates impact required equity ROI’s, cap rates, the supply of assets available to trade, and, ultimately, asset value? These major market players discuss their views on how, exactly, the “the leg bone’s connected to the thigh bone.”

MODERATOR: Jeffrey A. Horwitz
Senior Partner, Proskauer

PANELISTS:
Michael D. Bluhm
Managing Director, Global Head of Gaming and Lodging, Morgan Stanley - Investment Banking
Rob Hays
President and Chief Executive Officer, Ashford Hospitality Trust
Michael I. Lipson
Chief Executive Officer, Chairman of the Board, Access Point Financial
Thomas C. Morey
Executive Vice President and Chief Investment Officer, Park Hotels & Resorts
Jay H. Shah
Chief Executive Officer, Hersha Hospitality Trust

10:45 a.m. to 11:00 a.m.
COFFEE BREAK IN THE EXHIBITOR AREAS
Fifth Floor Foyer, Westside Ballroom and Sixth Floor Foyers

Meet Conference sponsors, as well as other industry leaders. Network as you reenergize with refreshments in the Exhibitor Areas.

11:00 a.m. to 11:25 a.m.
HOTEL VALUES AND TRENDS - STATISTICALLY SPEAKING! AN ANALYSIS OF INDUSTRY TRENDS
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 top industry research and consultation specialists about current trends, and hear their forecasts.

CO-PRESENTERS:
Amanda Hite
President, STR
Stephen Rushmore, Jr.
President and Chief Executive Officer, HVS
11:30 a.m. to 12:15 p.m.
INTER-DISCIPLINARY LEADERSHIP SUMMIT: POINT AND COUNTERPOINT
Sixth Floor, Broadway Ballroom

Hotel owners are public and private, majority and sliver. Hotel managers are branded and unbranded, investors and third parties. Hotel lenders are conventional and unconventional. The hotel brands include both multiple- and single-brand entities. Add in investment bankers, OTA’s, gaming, alternative, and tech and it becomes clear: the constituency of the lodging industry is diverse, with interests that are not always aligned. But when there’s a storm we all get wet. How do leaders from various perspectives in the industry look at the broad issues, and at each other? When concerns intersect, where is the strategic convergence and where is the divergence? And most importantly, what can we learn from each other? Join these very smart thought leaders in a provocative discussion as major players from different parts of the industry compare and contrast their thinking about the big picture, the future, and what it will take to thrive.

MODERATOR:
Gary E. Axelrod
Partner, LATHAM & WATKINS

PANELISTS:
James Bermingham
Chief Executive Officer, Virgin Hotels
Greg Friedman
Managing Principal, Chief Executive Officer, Peachtree Hotel Group
Ariane Gorin
President, Expedia for Business, Expedia
Steve Hafner
Chief Executive Officer, KAYAK
R. Tyler Morse
Chairman and Chief Executive Officer, MCR

12:20 p.m. to 1:10 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
ALT-LODGING
Fourth Floor, Odets

The ongoing and growing development of residential, long-stay and the general “hotelization” of numerous forms of commercial real estate, ranging from Kasa and The Guild to subscription models like Inspirato and hybrids like Selina. So much money is pouring into this sector. What is the draw and what are the implications for more traditional hotel brands and developers?

MODERATOR:
Rick Ross
Partner, Global Chair, Hotels & Leisure and Global Co-Chair, Family Office & High Net Worth, Dentons

PANELISTS:
Matt Gaghen
Chief Executive Officer, Under Canvas
Jennifer Hsieh
Vice President, Homes & Villas, Marriott International
Roman Pedan
Founder and Chief Executive Officer, Kasa Living
Kevin L. Rifkin
Senior Director - Real Estate, Inspirato
Kanishk Roy
Vice President, Transactions & Residential, Hyatt Hotels Corporation
WORKSHOP II – Design/Development
ENHANCED STORYTELLING: HOW TO USE BRANDING TO ELEVATE YOUR HOTEL
Fourth Floor, Wilder

Separating your property from the competition starts with branding and developing the story to create a unique guest experience. Panelists will explain the importance of branding, its role in developing the design, and how the two work together.

MODERATOR:
Scott P. Rosenberg
President, Nehmer

PANELISTS:
Jenna Hackett
Global Brand Head, Curio & Tapestry Collections by Hilton, Hilton

Anthony V. Nacci Jr.
Senior Director, Global Brand Management, Autograph Collection and Tribute Portfolio, Marriott International

Kathleen Reidenbach
Chief Commercial Officer, Kimpton Hotels & Restaurants (IHG)

Roger G. Hill II
Chief Executive Officer and Chairman, The Gettys Group Companies

WORKSHOP III – Industry Segment
LIFESTYLE HOTELS: LEARNINGS IN THE NEW NORMAL
Fourth Floor, Ziegfeld

Whether they provide an environment of calm serenity and a safe cocoon, or one with cutting edge nightclubs and Instagram-able celebrity buzz, lifestyle hotels seem exceptionally well-positioned to capture demand from a travel public that is pandemic-weary. How are the dynamics of this segment playing out in today’s environment? From the brands’ standpoint, what influences are providing creative inspiration, and what are the newest ideas? Operationally, how does one continue to offer cushy service levels and meet guest expectations with labor shortages and operating costs that are caught up in an inflationary spiral? As investments, is there enough price elasticity to maintain profitability? And how – if at all - does new development pencil, with high construction costs and material shortages? These experts are knee-deep in this segment as owners, operators, and brands, and they are here to share what they are seeing, and what they have learned.

MODERATOR:
Len Wolman
Chairman, Waterford Hotel Group

PANELISTS:
Michael C. Coolidge
Chief Investment and Development Officer, HRI Hospitality

Daniel A. Hostettler
President and Chief Executive Officer, The Boca Raton

Todd Hricko
SVP, Head of Global Hotel Business Development, Hard Rock International

Jay Stein
Chief Executive Officer, Dream Hotel Group

Homi Vazifdar
Founder and Executive Director, Canyon Equity
WORKSHOP IV – Operations
THE FRANCHISING MODEL TODAY AND THE POWER OF PARTNERSHIPS
Fifth Floor, Booth and Edison in the Lyceum Complex

Experienced panelists discuss a myriad of pertinent topics including: The key differences between affiliating and branding; when should an owner self-operate or hire a third party to operate? What relationships should you leverage to ascertain that you are maximizing your asset, beyond the brand or operator? How are consumers influencing the franchising model and how are owners influencing the brands?

MODERATOR:
Julienne Smith
Senior Vice President, Development, IHG Hotels & Resorts

PANELISTS:
Justin Magazine
Senior Vice President - Development & Acquisitions, Aimbridge Hospitality

Steen Petri
Senior Vice President- Investments, HEI Hotels & Resorts

Cartarwa Jones
Senior Vice President, Investment & Portfolio Analysis, RLJ Lodging Trust

Naveen P. Kakarla
President and Chief Executive Officer, HHM

Lisa Sexton
Regional Vice President, Marriott International

WORKSHOP V – Finance
DIGITAL SECURITIES: TOKENIZED PROPERTY INTERESTS AND THE CAPITAL STACK OF THE FUTURE
Fifth Floor, Salon 4 in the Lyceum Complex

TPI’s are privately issued digitized securities that, after a prescribed hold period, may be traded in digital form on one or more Alternative Trading System exchanges. The use of blockchain technology in digitizing the securities and providing a means of trading them on a secondary market using one or more ATSs provides an opportunity for liquidity not presently enjoyed by private placement real estate securities. Are TPI’s the future of real estate investment offerings? Will this form of “De-Fi” investment attract non-traditional investors to hotel investments? Will hotel owners prefer equity raises using TPI offerings in lieu of a more demanding family office or institutional investor sources? Hear the issuers, exchanges and tech advisors discuss what this nascent technology means for you, your company, and your assets’ capitalization.

MODERATOR:
Michael J. Sullivan
Co-Chair, Hospitality Group, Greenberg Traurig

PANELISTS:
Jeffery S. Gangl
Chief Commercial Officer, Templum

Michael Hiles
Founder and Chief Executive Officer, 10XTS

Brent Reynolds
Chief Executive Officer and Managing Partner, Nolan Reynolds International

Lee A. Schneider
General Counsel, Ava Labs
WORKSHOP VI – Industry Data USING CUSTOMER DATA TO FORMULATE A COMPETITIVE ADVANTAGE
Fifth Floor, Salon 2 in the Julliard Complex

How can the hotel owners and managers leverage data insights to understand competition and portfolio performance? Who are your customers, who else should be your customers, and what do these customers want? And can you understand this without violating their privacy? With a proliferation of data collection technologies, where are smart owners and managers spending data dollars and how is the investment return measured? Exactly how does data collection and utilization translate into a competitive advantage, and how are owners and managers playing in this space?

MODERATOR:
Rachael S. Rothman
Head of Hotels, Research, and Data Analytics, CBRE

PANELISTS:
Jennifer Chick
Senior Vice President and Global Head, Hilton Honors & Customer Engagement, Hilton

Rod G. Clough
President, HVS Americas

Peggy Fang Roe
Global Officer, Customer Experience, Loyalty, and New Ventures, Marriott International

Bharat Malhotra
Senior Vice President of Sales, Cvent

Vail Ross
Senior Vice President, Global Business Development and Marketing, STR

WORKSHOP VII – Technology HOW TECHNOLOGY TOUCHES THE HUMAN TOUCH: INNOVATIONS AT THE ASSET LEVEL
Fifth Floor, Belasco and Broadhurst in the Julliard Complex

Technology doesn’t replace the human touch in lodging as was once feared; it augments the human touch and every other aspect of modern hotel operations. On the revenue side, we have tools for revenue management/pricing, reservations, marketing, SEO/website optimization, mobile, loyalty, customer identification, menu development, and more. For expenses and operations, we have tools for accounting and payroll, energy management, purchasing, and a spectrum of labor-management tools for recruiting, hiring, compensation, scheduling, and compliance. These tools all have one thing in common—they make promises. They produce higher yields, better guest satisfaction, deeper cost savings, better associate engagement, and, in one way or another, improved operating results. Hear from the experts who are creating and using some of the latest asset-level tech tools: what’s new, what’s better, what works, and what doesn’t.

MODERATOR:
Debra Wolman
Group Vice President, Americas, Duetto

PANELISTS:
Doug Carrillo
Chief Marketing Officer, Virgin Hotels

Andrew Jordan
Chief Marketing Officer, Aimbridge Hospitality

Nina Kleiman, CHAM
Executive Vice President, HotelAVE
Where is private capital looking for returns today? This panel will explore how smart private investors are viewing hotel investments amidst what is being called the “New Normal” in an uncertain environment characterized by an on-going “Endemic”, higher interest rates, inflation, and mounting labor pressures. Panelists will discuss where the opportunities are, what deals they are doing, what they are passing on, and how they are structuring deals in order to optimize ROI.

MODERATOR:

Steven L. Lichtenfeld
Partner, Proskauer

PANELISTS:

Benjamin Brunt
Managing Principal and Chief Investment Officer, Noble Investment Group

Franco Famularo
Chief Investment Officer, Ohana Real Estate Investors

Greg Kennealey
Chief Executive Officer, Mission Hill Hospitality – A KSL Capital Company

Jeffrey Stulmaker
Partner and Chief Investment Officer, KHP Capital Partners

WELCOME HOTEL NEWS NOW STEPHEN W. BRENER SILVER PLATE AWARD

RECIPIENT:

Michael J. Deitemeyer
President and Chief Executive Officer, Aimbridge Hospitality

CO-PRESENTERS:

Amanda Hite
President, STR

Stephanie Ricca
Editorial Director, Hotel News Now

BEYOND THE BOARDROOM

Sixth Floor, Broadway Ballroom

Each year, Jonathan Tisch invites a prominent player on the world stage, focusing on current events and ideas that can enhance our business acumen. This year’s distinguished guest is Eric L. Adams, 110th Mayor of New York City.

OPENING REMARKS:

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

GUEST SPEAKER:

Eric L. Adams
Mayor, New York City
2:40 p.m. to 3:25 p.m.
PERSPECTIVES IN LEADERSHIP:
FOCUSING ON STAYING FOCUSED
Sixth Floor, Broadway Ballroom


With so many pots and pans boiling on the front burner, how does one even begin to lead an organization today? Listen to these leaders from various parts of the industry discuss their strategic priorities: the what, the why, and the how.

MODERATOR:

William J. Ferguson
Chairman, Ferguson Partners

PANELISTS:

Michele Allen
Chief Financial Officer, Wyndham Hotels & Resorts

Alex Alt
Senior Vice President and General Manager, Oracle Hospitality

Heather McCrory
Chief Executive Officer, North and Central America, Accor

Mit Shah
Chief Executive Officer, Noble Investment Group

3:25 p.m. to 3:45 p.m.
LABOR IMPACT WITH UPCOMING CBA NEGOTIATIONS
Sixth Floor, Broadway Ballroom

Recruiting, retaining, and managing labor cost has never been more challenging in travel and lodging. The pandemic exacerbated and accelerated ongoing concerns about the career prospects in hospitality. Learn about the latest evidence on trends, root causes, implications, and potential solutions that point toward the future of work in the lodging industry.

MODERATOR:

Chip Rogers
President and Chief Executive Officer, American Hotel & Lodging Association (AHLA)

PANELISTS:

Oliver Bonke
Chief Executive Officer, Deutsche Hospitality and Advisory Board Member, NYU Tisch Center of Hospitality

Janis Cannon
Senior Vice President, Upscale Brands, Cambria Hotels and the Ascend Collection, Choice Hotels International

Nikki R. Massey
Senior Vice President, Human Resources - Americas, Hyatt Hotels and Resorts

Tom McCaleb
Managing Director and Partner, Boston Consulting Group

3:45 p.m. to 4:00 p.m.
COFFEE BREAK IN THE EXHIBITOR AREAS
Fifth Floor and Sixth Floor Foyers

Meet Conference sponsors, as well as other industry leaders. Network as you reenergize with refreshments in the Exhibitor Areas.
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

THE NEW AMENITIES RACE

Fourth Floor, Wilder

From co-working options to in-room wellness, private dining, digital and tech-driven services, experiential programming – it seems operators have a lot of investment ahead if they want to remain relevant and capture the interests of Gen Z and Millennials, as well as the ever-growing numbers of “bleisure” travelers. What matters, what’s hype, and how do you manage the necessary investments?

MODERATOR:

Jeff Weinstein
Editor in Chief, HOTELS

PANELISTS:

Lisa Borromeo Checchio
Chief Marketing Officer, Wyndham Hotels & Resorts

Elizabeth Harlow
Chief Marketing and Brand Officer, Sonesta

Michael J. Heaton
President, Waterford Hotel Group

Sharan Pasricha
Founder and Co-Chief Executive Officer, Ennismore

Crystal Vinisse Thomas
Vice President & Global Brand Leader, Lifestyle & Luxury Brands, Hyatt Hotels Corporation

WORKSHOP X – Finance

HOW DEALS GET DONE: THE INSIDER PERSPECTIVE

Fourth Floor, Odets

2019 feels like a lifetime ago, but it is the most recent year when the lodging industry was un-disrupted by the demand-side effects of the global pandemic. Now it’s 2022, and though investor appetite is strong, it would be an understatement to say that things have changed. Join these preeminent deal makers as they discuss how deals are getting done in 2022, what are the concerns, the stumbling blocks, the terms, and what does it take to get to a meeting of the minds between buyer and seller?

MODERATOR:

Keith M. Pattiz
Partner, McDermott Will & Emery

PANELISTS:

Jeffrey Davis
Senior Managing Director, Co-Head of US Hotels Investment Sales, JLL | Hotels & Hospitality

Daniel C. Peek
Chief Operating Officer, Hodges Ward Elliott

Louis Stervinou
Managing Director and Principal, Eastdil Secured

Robert J. Webster
Vice Chairman and President, CBRE Hotels Institutional Group, CBRE

Lawrence B. Wolfe
Vice Chairman, Co-Head of Lodging, Newmark
WORKSHOP XI – Operations
OWNERS, MANAGERS, FRANCHISORS AND FRANCHISEES:
THE DYNAMICS OF POWER
Fourth Floor, Ziegfeld

The extraordinary events of the past two years resulted in extraordinary measures that required extraordinary cooperation among owners/investors on the one hand, and their managers/franchisors on the other hand. A new reality with new challenges persists, even as we adapt to living with COVID. Are brands more willing to franchise now than before, due to the support and infrastructure levels required? Will owners and operators have to implement new and different operating paradigms to meet brand standards with fewer staff? Or is it the brands who need to rethink the paradigm? How will brands and owners navigate materials shortages and high costs in the face of required PIP deadlines and other capital expenditures? How will management and franchise agreements morph -if at all- to accommodate the new normal? These expert panelists share their observations and some of the big learnings they are bringing into the post-COVID world.

MODERATOR:
Todd E. Soloway
Co-Chair Litigation / Head of Hotel + Hospitality Group and Real Estate Litigation, Pryor Cashman

PANELISTS:
Bill Fortier
Senior Vice President, Development Americas, Hilton

Daniel Lesser
Co-Founder, President and Chief Executive Officer, LW Hospitality Advisors

Greg O’Stean
Chief Development Officer, Aimbridge Hospitality

Brian Quinn
Chief Development Officer, Sonesta

Mark Purcell
Senior Vice President, Development, Accor

WORKSHOP XII – Industry Segment
NYC: INJURED, BUT NOT OUT…:
Fifth Floor, Booth and Edison in the Lyceum Complex

Over the past 18-24 months, New York City has been a topic of heated conversation and much debate. Operators, owners, investors, and distributors have argued for and against this bellwether market. On this panel, stakeholders from across the NYC lodging community discuss the current state and future of NYC.

MODERATOR:
Abhishek Jain
Director, PricewaterhouseCoopers (PwC)

PANELISTS:
Vijay Dandapani
President and Chief Executive Officer, Hotel Association of New York City

Joseph Delli Santi
Senior Vice President, Acquisitions and Development, MCR

Evan Laskin
Chief Investment Officer, Margaritaville
WORKSHOP XIII – Operations
BRAND GROWTH: IT’S A BIG DEAL
Fifth Floor, Salon 4 in the Lyceum Complex

Hotel deal-making is already a complicated art form. Then look at it from the perspective of the brands themselves and you acquire a cognitively complex balance of strategic savvy, deal-making expertise, and deep knowledge of two different customer bases: hotel guests and hotel owners. With all of these varied ingredients, what is the recipe for success? These veteran leaders know the answer because they are the ones running the kitchen. Hear their insights about the tactical considerations that must underpin successful brand growth, what makes a brand attractive to owners as well as guests, whether deal structure counts, and how, guest by guest, owner by owner, and deal by deal, successful brand growth is achieved.

MODERATOR:
Karen E. Rubin, CRE, CHA, MAI (np), FRICS
Managing Director, Karen Rubin Hotels

PANELISTS:
Robert McDowell
Chief Commercial Officer, Choice Hotels International

Chip Ohlsson
Executive Vice President and Chief Development Officer, Wyndham Hotels & Resorts

Ron Pohl
President of International Operations and WorldHotels, BWH Hotel Group

Allison Reid
Chief Development Officer, Kimpton Hotels & Restaurants

WORKSHOP XIV – Finance
THE VIEW FROM THE BANKERS
Fifth Floor, Salon 2 in the Julliard Complex

Lodging industry disruptions since 2020 have been both short- and long-term, both incidental and structural. In the meanwhile, monetary policy is for the first time in many years looking to incorporate sustained interest rate increases as an anti-inflation strategy. How are the banks handling this? Is debt available for new construction? And what has happened with the mountain of non-current loans that started in 2020? In short, what are lenders thinking about when they think about hotels? Join these leaders from some of the nation’s most important banks as they discuss current underwriting criteria, what kinds of deals are and are not attracting debt, and under what terms.

MODERATOR:
Reza Akhavi
Managing Director and Co-Head of Real Estate Investment Banking, Deutsche Bank Securities

PANELISTS:
Scott B. Ellman
Managing Director, Eastdil Secured

Caroline Mahl
Managing Director, Commercial Real Estate Group, Wells Fargo N.A.

Scott L. Smith
Managing Director, Goldman Sachs

Davin Thigpen
Managing Director, J.P. Morgan Securities
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Stop by the Exhibitor Areas during available hours to visit our conference sponsors! This year, the Expo will be located in the foyer 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.

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 foyer. We look forward to seeing you!

EXHIBITOR AREAS

*Fifth Floor Foyer and Sixth Floor Foyer*

Monday, June 6 from 7:00 a.m. to 6:30 p.m.
Tuesday, June 7 from 7:00 a.m. to 3:00 p.m.
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- KHP Capital Partners
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- Motel 6/Studio 6 (G6 Hospitality)
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- Virgin Hotels North America
- Waterford Hotel Group
- Watermark Lodging Trust
- 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
WORKSHOP XV – Industry Segment
THE FUTURE OF DRIP PRICING
Fifth Floor, Belasco and Broadhurst in the Julliard Complex

Resort fees, destination fees, cleaning fees: call them what you will, “drip fees” have been controversial for years. Hotels need them to help justify the costs of providing amenities, but consumer advocates and travel groups have long taken issue with them. Is the issue money or transparency - or both? With Marriott’s recent agreement with the State of Pennsylvania to include resort fees in its room rates, and with on-going disputes in Nebraska and Washington D.C., where is the industry headed? The experts discuss the current gestalt and the outlook for the near and mid-term future.

MODERATOR: John Melicharek
Partner, Baker & Hostetler

PANELISTS:
Kathryn Barrett
Vice President of Revenue and Digital Strategy, Dream Hotel Group
Keith Oltchick
Executive Vice President-Business Development, Remington Hotels
Dan Thorman
Vice President, Development, MCR
Andrew Wharton
Managing Director, REH Capital Partners

WORKSHOP XVI – Operations
EXTENSIVE INTEREST IN EXTENDED STAY
Sixth Floor, Winter Garden in the Majestic Complex

While the general upheaval of the past 2+ years has left a lot of burns, the extended stay segment has come through fire-hardened, particularly in the economy and midscale segments. As a result, investors are more interested than ever, and so are the branded hotel companies. These experts share insights into their brands, what they’ve learned from the pandemic, and what we can expect to see into the future.

MODERATOR: Melissa K. Nelson
Partner, Dentons US

PANELISTS:
Ron Burgett
Senior Vice President, Extended Stay Development, Choice Hotels International
Kevin Schramm
Senior Vice President of Development, Mainstream Brands - US and Canada, IHG Hotels & Resorts
Mark Williams
Managing Director, Franchise Development, Extended Stay America

5:00 p.m. to 6:30 p.m.
NETWORKING RECEPTION
Fifth Floor Westside Ballroom

Enjoy your favorite beverages and savor tasty selections. It’s the perfect way to begin your evening as you mingle with friends and colleagues and take in the lights and the excitement of Times Square.
7:00 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.

8:15 a.m. to 12:20 p.m.
GENERAL SESSIONS

8:15 a.m. to 8:20 a.m.
WELCOME BACK
Sixth Floor, Broadway Ballroom
Lynn Minnaert, PhD
Academic Director, Clinical Associate Professor, NYU School of Professional Studies, Jonathan M. Tisch Center of Hospitality, Conference Co-Host

8:20 a.m. to 9:15 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
There are owners, there are brands, and there are owners who own their brands; each brings a unique perspective to the table. To these leaders, who have successfully steered their various organizations through the acute phase of the pandemic, we ask: what now? Join these thought leaders for a thought-provoking discussion.

MODERATOR:
Eileen Crowley
Partner; Vice Chair - U.S. Transportation, Hospitality and Services Co-Leader, Deloitte & Touche

PANELISTS:
John Cohlan
Chief Executive Officer, Margaritaville

Sloan Dean
Chief Executive Officer and President, Remington Hotels

John Murray
President and Chief Executive Officer, Sonesta International Hotels

Peter J. Strebel
Chairman, Omni Hotels & Resorts

Jeff Wagoner
President and Chief Executive Officer, Outrigger Hospitality Group
9:20 a.m. to 10:15 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 participants 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 major chains control a large number of brands? The OTA stable has shrunk through M&A to two powerful mega-providers: how is this impacting the hotel business? Savvy leaders share their innovative thinking.

MODERATOR:
Jeanelle Johnson
Principal and Lead Client Partner, PricewaterhouseCoopers (PwC)

PANELISTS:
Geoff Ballotti
President and Chief Executive Officer, Wyndham Hotels & Resorts

Larry Cuculic
President and Chief Executive Officer, Best Western Hotels & Resorts

Kevin J. Jacobs
Chief Financial Officer and President, Global Development, Hilton

Stephanie Linnartz
President, Marriott International

Elie W. Maalouf
Chief Executive Officer, Americas, IHG Hotels & Resorts

Patrick Pacious
President and Chief Executive Officer, Choice Hotels International

10:20 a.m. to 11:10 a.m.
INDUSTRY LEADERS’ THINK TANK
Sixth Floor, Broadway Ballroom

In this tumultuous business environment, what are the smart leaders thinking about? Which of the pandemic-induced changes in customer behaviors and business and meeting travel patterns are permanent and which are temporary? Is the opportunity for lodging brand proliferation infinite or bounded, and are we getting close to a limit? With new technology at every level of every lodging enterprise, which will be part of every traveler’s life 5 years from now? Join these cutting-edge industry leaders as they share their perspectives on current industry conditions.

MODERATOR:
Umar Riaz
Managing Director, EY

PANELISTS:
Joe Ahmed-Youssef
Executive Vice President of Business Intelligence and Data, Hospitality, Amadeus

Tim Hentschel
Co-Founder and Chief Executive Officer, HotelPlanner

Richard Holden
Vice President and General Manager, Travel, Google

David S. Kallery
President, Inspirato

Jean-Jacques Morin
Deputy Chief Executive Officer and Chief Financial Officer Group, Accor
11:10 a.m. to 11:25 a.m.
**COFFEE BREAK IN THE EXHIBITOR AREAS**
Fifth Floor and Sixth Floor Foyers
Meet Conference sponsors, as well as other industry leaders. Network as you reenergize with refreshments in the Exhibitor Areas.

11:25 a.m. to 11:35 a.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 their organization to new levels of financial success.

**RECIPIENT:**

Gilda Perez-Alvarado
Global Chief Executive Officer, JLL | Hotels & Hospitality

**CO-PRESENTERS:**

Laurence S. Geller
Chairman, Geller Capital Partners

Michael Murphy
Head of Lodging and Leisure Capital, First Fidelity Companies

11:35 a.m. to 12:20 p.m.
**FINANCIALLY SPEAKING: IREFAC INSIDERS**
Sixth Floor, Broadway Ballroom
IREFAC is a highly respected organization, operating under the American Hotel & Lodging Association umbrella. Its members convene twice a year to discuss the latest deals, industry occurrences, and trends. In addition, many IREFAC participant firms provide the funding that enables deals to come to fruition. This session affords Conference attendees an “inside look” at an IREFAC meeting. The latest (and greatest) from IREFAC.

**CO-MODERATORS:**

Mit Shah
Chief Executive Officer, Noble Investment Group

Neil H. Shah
President and Chief Operating Officer, Hersha Hotels and Resorts

**PANELISTS:**

Tyler Henritze
Senior Managing Director and Head of Strategic Investments, Blackstone

Lonny Henry
Global Chairman of Investment Banking, J.P. Morgan

Christopher J. Jordan
Managing Director, Wells Fargo Corporate & Investment Banking

Majid Mangalji
President, Westmont Hospitality Group

Leeny Oberg
Chief Financial Officer and Executive Vice President, Business Operations, Marriott International

Gilda Perez-Alvarado
Global Chief Executive Officer, JLL | Hotels & Hospitality
12:25 p.m. to 1:15 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 – Labor and Technology
LABOR AND THE SERVICE-PROFIT CHAIN: IS IT TIME FOR A PARADIGM SHIFT?
Fifth Floor, Belasco and Broadhurst in the Juilliard Complex

It is well-established that the kind of successful service-profit chain that creates growth and profitability for an enterprise starts with employee satisfaction. But how do you recruit and motivate service employees to achieve satisfaction in a world where remote working has become a preference, and in an industry where some of the fundamental job requirements – such as showing up to a workplace, or dealing with ill-behaved customers, or cleaning bathrooms - are perceived as intrinsically unappealing? And with labor in such short supply, how does an organization even begin to focus on its ESG-related goals? If part of the answer lies in technology such as robotics or AI, how do you integrate these to be useful, cost-effective, and not intrusive? Or perhaps we need to think in terms of a fundamental paradigm shift, where the lodging industry will need to create alternative labor models and forms of employee ownership. Join these industry experts for a thought-provoking discussion centering around these top-of-mind issues.

MODERATOR:
Kevin F. Carey
Executive Vice President and Chief Operating Officer, American Hotel & Lodging Association (AHLA)

PANELISTS:
Moneesh Arora
Chief Executive Officer, UniFocus

Andrew J. Arthurs
Chief Information Officer, Aimbridge Hospitality

James Carroll
President and Chief Executive Officer, Crestline Hotels & Resorts

Dan Kornick
Chief Information Officer, Loews Hotels & Co.

Alexander Mirza
Founder and Chief Executive Officer, Mogul Hospitality
“Things are more like they are now than they ever were before” and the “now” is that today’s travelers can come with... complications. The trend towards leisure travel means that one and the same customer wants services and amenities that are both business- and leisure-oriented. Is adding services unavoidable? And to what extent are travelers in this segment willing or able to absorb the higher costs that result? With travel still not back to pre-pandemic levels in many locations, can profitability be preserved enough to sustain value? The experts, the brands, and the owners share their real-time experiences about exactly how the upscale and upper upscale segments are responding.

MODERATOR:
Yuval Tal
Partner, Proskauer Rose

PANELISTS:
Janis Canon
Senior Vice President, Upscale Brands, Cambria Hotels and the Ascend Collection, Choice Hotels International
Tiffany Cooper
Senior Vice President, Development - Americas, Kimpton Hotels & Restaurants
Bill Hall
Senior Vice President, Development, Radisson Hotel Group Americas
Agnès Roquefort
Global Chief Development Officer, Accor

Maximizing operating results and asset value of a hotel investment are among hotel owners’ highest objectives. But broad industry trends provide little actionable guidance for improved results. This panel will address the data sources and evaluative processes that are used by today’s industry-leading firms that specialize in identifying and unlocking opportunities for enhanced performance. The respected professionals on this panel will offer an inside view into many of the “tips & tricks” to seeing past day-to-day issues to identify and implement important value drivers.

MODERATOR:
Sean Hennessey
Clinical Assistant Professor, NYU School of Professional Studies, Jonathan M. Tisch Center of Hospitality

PANELISTS:
Danny Kim
Vice President, LW Hospitality Advisors
John Paulsen
Senior Vice President, Hotel Asset Value Enhancement (hotelAVE)
Walter Peseski
Senior Director of Feasibility, Aimbridge Hospitality
WORKSHOP XX – Design/Development
CREATING HIGH DESIGN WITH LIMITED FUNDS
Fourth Floor, Ziegfeld

As the hotel industry continues to recover, budgets tend to be lighter to make renovation improvements possible. Panelists will explore tricks of the trade to create memorable, inspiring designs on a small budget.

MODERATOR:
Christina Trauthwein
Vice President, Content and Creative, Hotel Business / InspireDesign

PANELISTS:
Craig Amos
Executive Vice President, Design and Construction, RLJ Lodging Trust

Warren G. Feldman
Chief Executive Officer, Nehmer/HVS Design

Jennifer R. Mehra
Director of Prototype Design and Development, Wyndham Hotels & Resorts

WORKSHOP XXI – Industry Segment
DEAL STRUCTURE THAT GETS DEALS DONE
Fifth Floor, Salon 4 in the Lyceum Complex

Deal structures come and go over time. Tax laws are modified. Development incentives are offered or retired. The cost and availability of different types of financing, from different types of lenders, changes. And the type of players who are active in the market, and the needs of these players, also morph. Join these experts for a spirited discussion of what they are seeing in the current environment. What structures are investors favoring in the here and now? How are these facilitating deal consummation? And what structural changes can we expect in the future?

MODERATOR:
Jordan G. McCarthy
Partner, Perkins Coie

PANELISTS:
Deric S. Eubanks
Chief Financial Officer, Ashford

Greg Hartmann
Senior Vice President, Luxury, Resort, Residential & Corporate Development, Hilton

Robbie Karver
Partner/Principal, EY

Rick S. Kirkbride
Partner, Real Estate Department, Paul Hastings

Sourav Ghosh
Executive Vice President, Chief Financial Officer, Host Hotels & Resorts
A hotel whose trades are encumbered by its management and brand, is a fundamentally different animal than one that trades free and clear. Since any new buyer will have to live within the existing contract terms, the asset’s perceived upside in income-producing potential is directly impacted, in terms of both the opportunity to increase revenues and to contain costs. Capex requirements, the amount, nature and requirements of available new debt, and the constituency of the universe of potential bidders also impact price — from the cap rate side. The time for strategic thinking therefore is when a management contact is first structured. The issues are many, and complex. Join these expert panelists as they share strategies for structuring the management agreement to optimize the hotel’s underlying value.

**MODERATOR:**

Michelle S. Russo  
Founder and Chief Executive Officer, Hotel Asset Value Enhancement (hotelAVE)

**PANELISTS:**

Barry A.N. Bloom  
President and Chief Operating Officer, Xenia Hotels & Resorts

Ben Cadwell  
Chief Operating Officer, United States, Accor

Kate Henriksen  
Co-Chief Investment Officer, RLJ Lodging Trust

Amy King  
Vice President, Luxury and Managed Development, Hilton

Tracy L. Prigmore  
Managing Partner, TLTsolutions and Founder, She Has a Deal.

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We can all see how the office sector is being impacted as co-work and remote work come of age, but the impact on the lodging sector is more varied and subtle. Hospitality enterprises are buying co-working businesses. Hotels are offering daily, or pop-up office rentals. Some are converting meeting space to co-work space. Experts are starting to study how hotel demand patterns are being impacted by the new, “flex” work force. What, specifically, are the revenue- and income- generating opportunities in the hospitality industry? Join these panelists as they discuss these issues and trends, what they are seeing, and what we all need to learn.

**MODERATOR:**

Peter Caputo  
Principal - US Hospitality Subsector Leader, Deloitte Transaction and Business Analytics

**PANELISTS:**

Rob Andrews  
Chief Operating Officer - The Hoxton, Working From_ / Deputy Head of Americas, Ennismore

Kate Burda  
Chief Executive Officer and Founder, Kate Burda & Company

Dave Cairns  
Senior Vice President - Office Leasing, CBRE Limited

1:20 p.m. to 2:10 p.m.  
**LUNCHEON**  
Sixth Floor, Broadway Ballroom
2:15 p.m. to 3:00 p.m.
GENERAL SESSION

SHOW US THE MONEY: WHERE IS LODGING INDUSTRY CAPITAL COMING FROM TODAY?
Sixth Floor, Broadway Ballroom

From multi-billion dollar acquisitions in Las Vegas to 7-digit transfers of economy hotels in Maryland, it is clear that the extreme industry disruption of the past 2 years has not quelled the investment market’s appetite for lodging assets. But who’s dining? Join these experts as they share who is sitting at the table today, what motivates them, how they are doing the math, and where they’re getting the money.

MODERATOR:

Chelsey Leffet
Senior Vice President - Northeast Leader, HVS

PANELISTS:

Peter Benudiz
Partner, Sidley Austin

Peter E. Dannemiller
Managing Director, Hodges Ward Elliott

Mark K. Owens
Co-Head of Hospitality Capital Markets, CBRE

Nick Scribani
Senior Managing Director, Newmark

Evan Weiss
Co-Founder, Chief Operating Officer, Principal, LW Hospitality Advisors
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 and has 11 other global academic sites, including London, Paris, Florence, Tel Aviv, Buenos Aires, and Accra. 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. For more, please visit www.nyu.edu.

For more than 87 years, the NYU School of Professional Studies (NYU SPS) has been a deeply respected institution of higher education that is grounded in applied learning. From its early years, training returning World War II veterans to fulfill the nation’s urgent need for skilled technical workers, it has evolved into a professional education powerhouse that offers 22 graduate degrees, 14 bachelor’s degrees for traditional and degree completion students, four associate degrees, and a plethora of continuing education courses and credentials. NYU SPS is a thought leader, and serves as an incubator for new ideas in industries that are constantly changing, including real estate, real estate development, and construction management; hospitality, tourism, travel, and event management; financial planning; global affairs and global security, conflict, and cybercrime; global sport and sports business; publishing; executive marketing and strategic communications, integrated marketing; public relations; project management; executive coaching and organizational consulting, human resource management and development, and human capital analytics and technology; management and systems; translation; and professional writing. It is focused on building skills that open doors to opportunities in emerging fields and global markets. NYU SPS faculty members are leading experts in their areas of discipline, with a hands-on approach that encourages students to push beyond their limits and to break new ground.

Home to some of the largest and most prestigious industry conferences in the world, including the Schack Institute of Real Estate’s Capital Markets Conference, REIT Symposium, and National Symposium of Women in Real Estate; and the Jonathan M. Tisch Center’s International Hospitality Industry Investment Conference, the School’s invaluable connections to industry leaders is a truly distinguishing factor in the education that it provides. Through career development services and resources provided by the NYU Wasserman Center for Career Development at NYU SPS, guest lecturers, site visits, participation in numerous conferences and events, and Global Field Intensives, students benefit from an NYU education that will set them apart. In addition, they have the opportunity to learn from and network with more than 39,000 NYU SPS alumni who live, work, and contribute to innovation in industry around the world. To learn more about NYU SPS visit: sps.nyu.edu.
The NYU School of Professional Studies Jonathan M. Tisch Center of Hospitality, now celebrating more than 25 years of academic excellence, is a leading center for the study of hospitality, travel, and tourism. Founded in 1995, the Tisch Center was established in response to the growing need for hospitality and tourism undergraduate and graduate education. Its cutting-edge curricula attract bright, motivated students who seek to become leaders in their fields.

Through its undergraduate degree in hotel and tourism management, its graduate degrees in hospitality industry studies, tourism management, and event management; a plethora of Professional Pathways programs; and its world-renowned hospitality investment conference, students gain the knowledge and the skill sets that enable them to manage change, to communicate, to thrive in complex work environments, and to advance the businesses of hospitality, travel, and tourism. The Tisch Center recently launched the Hospitality Innovation Hub (HI Hub), which will foster entrepreneurship and creative solutions for the industries it serves. The state-of-the-art facilities offer students, start-ups, established industry partners, and investors opportunities to learn, discover, innovate, and invest.

For more information about the NYU SPS 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
  - Global Hospitality Management
  - Travel and Tourism Management

**Continuing Education Programs**

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

- Continuing Education Courses
  - Destination Marketing
  - Hotel Management
  - Meeting, Conference, and Event Management
  - Restaurant Management

**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 34 or contact Edwin Raagas, director, School of Professional Studies, Wasserman Center for Career Development at edwin.raagas@nyu.edu.
The NYU School of Professional Studies Jonathan M. Tisch Center of Hospitality offers three graduate degrees: the Master of Science in Event Management, the NEW Master of Science in Global Hospitality Management and the NEW Master of Science in Travel and 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 GLOBAL HOSPITALITY MANAGEMENT**

The **MS in Global Hospitality Management** is designed to prepare leaders for working in a dynamic and multifaceted field that is essential to local and regional economies around the world. Course work 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
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.

MS IN TRAVEL AND TOURISM MANAGEMENT

The MS in Travel and 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 NYU SPS programs, please visit the NYU School of Professional Studies table in the Exhibitor Area 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
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 NYU SPS 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
sps.nyu.edu/tischcenter
twitter.com/nyutischcenter
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 internships as part of their academic experience. 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.

STUDENT ENGAGEMENT
A variety of hybrid programs are available that promote interaction and expertise sharing with students at the Tisch Center. Speaking on a panel, serving as a guest lecturer, hosting students at your company (on-site or virtual), and conducting mock interviews are just some of the ways to be involved.

HIRING STUDENTS AND ALUMNI
Employers can post available jobs and internships on Handshake, our free, online database for professional opportunities. Once you complete the registration process, you can post positions and requirements for roles in your company or organization. https://www.sps.nyu.edu/homepage/careers/hire-nyu-talent.html.

For more information, contact Edwin Raagas, director, School of Professional Studies, Wasserman Center for Career Development at edwin.raagas@nyu.edu.
NYU SCHOOL OF PROFESSIONAL STUDIES
DEAN AND JONATHAN M. TISCH CENTER
OF HOSPITALITY FULL-TIME FACULTY
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Director of Hi Hub Incubator and Clinical Assistant Professor

JUKKA M. LAITAMAKI, PHD
Clinical Professor

LYNN MINNAERT, PHD
Clinical Associate Professor and Academic Director

JING YANG, PHD
Clinical Assistant Professor
CONFERENCE TIPS

The New York Marriott Marquis is the host hotel for the 44th 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 escalator. The eighth floor houses guest registration, and the hotel’s restaurants and lounges.

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.

EXHIBITOR AREAS

Fifth Floor Foyer and Sixth Floor Foyers

Hours:  
- Monday, June 6: 7:00 a.m. to 6:30 p.m.  
- Tuesday, June 7: 7:15 a.m. to 3:00 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, or general NYU Hospitality Investment Conference inquiries, please visit us on the fifth floor or email hospitality.conf@nyu.edu.

SAVE THE DATE

The 45th Annual NYU International Hospitality Industry Investment Conference will be held June 4-6, 2023 at the New York Marriott Marquis in New York City. Please bookmark sps.nyu.edu/hospitalityconference.
9th Floor

8th Floor

7th Floor