

17-19 OCTOBER 2018
KERRY HOTEL HONG KONG

HICAP
HOTEL INVESTMENT
CONFERENCE ASIA PACIFIC

WEDNESDAY, 17 OCTOBER 2018

1:00pm-8:30pm **REGISTRATION & INFORMATION**

4:00pm-5:00pm **MASTER CLASS**
Presented By: Baker McKenzie

**Baker
McKenzie.**

5:20pm-6:20pm

QUICKLINK

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

6:30pm-8:30pm

OPENING RECEPTION

Hosted By: Shangri-La Hotels and Resorts
Meets In: **The Kerry Hotel Hong Kong**

KERRY HOTEL
Hong Kong


SHANGRI-LA
HOTELS and RESORTS

THURSDAY, 18 OCTOBER 2018

7:30am-5:45pm **REGISTRATION & INFORMATION**

7:45am-9:00am **CONTINENTAL BREAKFAST**

9:00am-11:15am

PLENARY SESSION

WELCOME TO HICAP

THE FUTURE OF TECHNOLOGY & HOW IT IMPACTS THE HOTEL INDUSTRY

HOTEL PERFORMANCE & OUTLOOK

8/28 MEET THE CEO

A new feature of HICAP. A quick 8-minute interview with Hotel Company CEO's and following the plenary session, a 28-minute Town Hall breakout session featuring the CEO and your chance to get up-close and personal.

THE INVESTMENT OUTLOOK

11:15am-12:00pm

NETWORKING BREAK

12:00pm-12:45pm

BREAKOUT SESSIONS

SESSION 01

8/28 MEET THE CEO

A new feature of HICAP. A quick 8-minute individual plenary interview with a Hotel Company CEO and following that session, a 28-minute Town Hall breakout session featuring the CEO and your chance to get up-close and personal.

SESSION 02

MARKETS & OPPORTUNITIES TRACK: SOCIALIZING THE BOX

As investors and operators get their heads around Co-Working and Co-Living, how will these change the traditional hotel? What other big ideas are out there and could invade the hotel space soon? Get ready as the hotel space takes on digital nomads, start-ups, student accommodation, yoga retreats and more.

SESSION 03

MERGER & ACQUISITIONS TRACK: REITS

What does the opportunity landscape look like for REITs in Asia Pacific? What are the advantages and disadvantages? What can Asia Pacific learn and enhance on from North America examples with regards to structures and investment opportunities? What regulations are in place that may help or hinder the success of REITs and how do these regulations differ regionally?

SESSION 04

ASSET MANAGEMENT TRACK: FOOD & BEVERAGE

How do you determine how important an F&B concept is for the hotel bottom line? How to increase yield on the GFA? Are there better ways to use this important public space? How best to capitalize on outsourced F&B offerings (apps, F&B deliveries, etc.)?

SESSION 05

DEVELOPMENT/OWNERSHIP TRACK: FRANCHISING

Why is Asia Pacific behind other developed markets in franchising? Is it a viable solution for independent minded owners in this day and age of new distribution models? What are the best and worst practices learnt from elsewhere? How can Asian owners prepare to be a "qualified franchisee" and what should they expect in terms of components (i.e. fees, terms, services provided, etc.)?

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

HICAP LIFETIME ACHIEVEMENT AWARD

This award is presented to honor an individual who has made a considerable difference in our industry, in the Asia Pacific region and in the world, through positive actions and significant contributions.

Presenter: **Homi Vazifdar**, CEO, Canyon Equity LLC
Recipient: **Anil Thadani**, Chairman, Symphony Holdings

2:45pm-3:15pm **NETWORKING BREAK**

3:15pm-4:00pm **BREAKOUT SESSIONS**

SESSION 06 **MARKETS & OPPORTUNITIES TRACK: ONE BELT, ONE ROAD**

What is China's Belt and Road Initiative and how will it affect the hotel industry? What countries/cities in Asia are targeted in this plan? What role do geopolitical views play? How does it impact China's outbound tourist volumes? What are the concerns? Are there investment opportunities for the hotel industry?

SESSION 07 **ASSET MANAGEMENT TRACK: HMA EXIT ISSUES**

How do hotel companies and hotel owners plan-ahead and prepare for a potential exit/separation? Issues that may arise include alternative fee structures, termination events, results of mergers, etc. What are the options? What has worked and what hasn't?

SESSION 08 **MERGER & ACQUISITIONS TRACK: REPOSITIONING/ADAPTIVE REUSE**

What are the advantages of converting a hotel from another real estate asset class? What is the risk for an investor, and on the flip side, what is the ROI potential? How can investors design for the changing needs for the future? Within the hotel asset class is repositioning up the only option, or is repositioning down possible as well?

SESSION 09 **AOCAP SESSION: MIXED-USE DEVELOPMENT**

What are the operating synergies with hotels and the potential project ROI enhancements associated with undertaking mixed-use development? Is there an optimal component type or mix of components to combine with a hotel for maximum benefit? What are some of the potential deal structures that can be applied to best facilitate project completion and further enhance investment returns. Can operator's ability to apply various brands to a mixed-use development enhance both a project's and an operator's competitiveness?

SESSION 10 **DEVELOPMENT/OWNERSHIP TRACK: REBRANDING**

When owners look at rebranding their hotel, what are the options? From brand to independent, independent to brand, brand to another brand, or exploring white label/soft branding options? What are the key considerations both short-term and long-term?

4:00pm-4:30pm **NETWORKING BREAK**

4:30pm-5:45pm **PLENARY SESSION**

THROUGH THE LOOKING GLASS WITH WIT

CENTER STAGE

OTA'S & BEYOND

6:30pm-8:30pm **NETWORKING GALA**

HICAP delegates will enjoy a fabulous networking opportunity at the fabulous InterContinental Hotel. Bus transportation will be provided, departing from the Kerry hotel at 5:50pm promptly. Delegates will be responsible for finding their own way home or back to their hotel after this special evening.

Hosted By: InterContinental Hotels Group
Meets In: **The InterContinental Hotel Hong Kong**

IHG[®]
InterContinental
Hotels Group

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7:45am-9:00am **CONTINENTAL BREAKFAST**

9:00am-11:00am **PLENARY SESSION**

RISING STAR AWARD

VR TECHNOLOGY – THE FUTURE OF HOTEL DESIGN & DELIVERY

HOTELS 2028: WHAT WILL THEY BECOME & WHAT WILL MANAGEMENT COMPANIES OF THE FUTURE LOOK LIKE?

8/28 MEET THE CEO

11:00am-12:00pm **NETWORKING BREAK**

12:00pm-12:45pm **BREAKOUT SESSIONS**

SESSION 11 8/28 MEET THE CEO

SESSION 12 MARKETS & OPPORTUNITIES TRACK: TECHNOLOGY

How can technology enhance the customer experience? How can data be used to push the envelope? What are some examples of who is doing it right and who is missing the boat? What components are making the most progress in the hotel industry and have the most potential? Is there such a thing as too much technology?

SESSION 13 MERGER & ACQUISITIONS TRACK: FINANCING

What are the changing financing trends and how will these impact acquisition and investment opportunities? Who are the upcoming alternative public/private lenders and what impact will they have on the way deals get done? How will these unpredicted investors fare in market swings and Black Swan events?

SESSION 14 DEVELOPMENT/OWNERSHIP TRACK: INVESTING IN SUSTAINABILITY TO WIN

What are the best decisions to improve environmental performance and social impact, and when are the best times in the deal to discuss them? How have this year's HICAP Sustainable Hotel Award winners demonstrated tangible results for owners?

SESSION 15 ASSET MANAGEMENT TRACK: MEASURING PERFORMANCE

What are new KPIs available for measuring operator performance and value? What are the most important KPIs to be evaluated? How best to utilize these tools by both operators and owners while keeping an eye on the prize of customer satisfaction?

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

REGGIE SHIU DEVELOPMENT OF THE YEAR

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

SUSTAINABLE HOTEL AWARDS

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

MERGER & ACQUISITION OF THE YEAR

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



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TRANSACTION OF THE YEAR

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

3:00pm HICAP ADJOURNS

PRODUCED BY:



Northstar Travel Group is the global leader of business intelligence, information, data, research, digital marketing services and events for senior-level professionals in the travel, meetings and hospitality industries. The Northstar portfolio includes; Travel Weekly, Travel Weekly China, Travel Weekly Asia, TravelAge West, Business Travel News, The Beat, Travel Procurement, Web in Travel, Phocuswright, Burba Hotel Network, Successful Meetings, Meetings & Conventions, Meetings & Conventions China, Incentive, Association News, Sports Travel and 75 annual events in thirteen countries including leading events such as Americas Lodging Investment Summit (ALIS), Hotel Investment Conference Asia Pacific (HICAP), Phocuswright, TEAMS, Web in Travel, and Mountain Travel Symposium. Northstar is also the majority shareholder in Inntopia, the leading SaaS e-commerce software, CRM database marketing and predictive analytics business serving the mountain destination, activities, and specialty destination travel markets. [Northstar Travel Group](#) is owned by [EagleTree Capital](#) and is based in Secaucus, NJ, with offices in New York, NY; Denver, CO; Los Angeles, CA; Winston-Salem, NC; Stowe, VT; Edwards, CO; Glen Ellyn, IL; Costa Mesa, CA, and global offices in Singapore, Beijing, and Shanghai.

IN ASSOCIATION WITH:



With over three decades of experience, more than 150 events completed to-date, and in excess of 100,000 international delegates, BHN conferences have become "must attend" events for industry leaders who come together to network, conduct business, and to learn about the latest trends. BHN 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 Hong Kong; HICAP UPDATE in Singapore; Hotel Investment Forum India (HIFI) in Mumbai; Hotel Opportunities Latin America (HOLA) conference in Miami; and Hotel Investment Conference Europe (Hot.E) in London. The BHN website at www.Burba.com is the gateway for information about the conferences BHN produces, as well as a direct link to important players in the hospitality investment world. BHN is a division of Northstar Travel Group.



Hotel, Tourism and Leisure

Horwath HTL is the world's largest hotel industry specialized consulting organization, currently with 45 offices in 38 countries. Since the set-up of Asia Pacific operations in 1987, Horwath HTL – Asia Pacific has been involved with thousands of projects throughout the region in all phases of the property lifecycle for clients ranging from individually owned businesses to the world's most prominent hotel companies, developers, lenders, investors, and industrial corporations. Horwath

HTL currently operates out of regional offices in Tokyo, Beijing, Shanghai, Hong Kong, Bangkok, Singapore, Jakarta, Kuala Lumpur, Mumbai, Sydney, and Auckland.



Stiles Capital Events LLC (SCE) has been involved in event management, communications and marketing in the publishing, entertainment and hospitality industries since 1989. SCE has been associated with the development and organization of the Hotel Investment Conference Asia Pacific (HICAP) since its inception and the subsequent launches of HICAP UPDATE in 2009 and AOCAP (Alternative Ownership Conference Asia Pacific) in 2014 together with partners BHN (Burba Hotel Network) and Horwath HTL. SCE is based in the San Francisco Bay Area.

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PROGRAM PLANNING COMMITTEE

Bill Barnett, C9 Hotelworks, Co. Ltd.
Irene Chua, *Travel Weekly Asia*
Regina DiBenedetto, Aareal Bank Asia Limited
Patrick Finn, Hyatt Hotels Corporation
Andreas Flaig, Next Story Group
Katerina Gainnouka, Radisson Hotel Group
Justin Gross, Withersworldwide
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Mak Hoe Kit, Frasers Hospitality Pte. Ltd.
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Tasos Kousloglou, HAMA AP
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Ian Lien, SC Capital Partners

Gonzalo Maceda, Meliá Hotels International
David Ling, CDL Hospitality Trusts
Peter T. Meyer, Lodgis Hospitality
Walter Ng, Wharf Hotels Management Limited
Ross Nicholas, Wyndham Hotel Group
Gert Noordzy, Northside Consulting
Jesper Palmqvist, STR
Guy Phillips, Hilton
Andrew Sangster, Hotel Analyst
Kaj Seah, WATG
Yuval Tal, Proskauer
Juay Hiang Tan, Ascendas Hospitality Trust
Raymond Tan, Marriott International
Siew Hoon Yeoh, WiT

DEAL OF THE YEAR AWARDS COMMITTEES

Reggie Shui Development of the Year
Robert V.R. Hecker, Horwath HTL – Chair
Bill Barnett, C9 Hotelworks Co. Ltd.
Mike Batchelor, JLL
Regina M. DiBenedetto, Aareal Bank Asia Limited
Ian Lien, SC Capital Partners Group
Eric J. Levy, TSI
Yuval Tal, Proskauer

Single Asset and Merger & Acquisition of the Year
Andrew P.B. MacGeoch, Berwin Leighton Paisner – Chair
Baron R. Ah Moo, BLI Capital Group
Andrew Heithersay, SC Capital Partners Group
Scott Hetherington, JLL
Benjamin Allan Hirasawa, Clyde & Co Singapore
Robert McIntosh, CBRE Hotels
Roy Melick, Baker McKenzie
Peter T. Meyer, Lodgis Hospitality
Zoe Wu, Horwath HTL

RISING STAR COMMITTEE

Andreas Flaig, Next Story Group
Mike Batchelor, JLL
Mak Hoe Kit, Frasers Hospitality Pte. Ltd.
Jean-Michel Offe, Shangri-La Hotels & Resorts

Guy Phillips, Hilton
Barry Robinson, Wyndham Hotels & Resorts
Maria Zarraluqui, Meliá Hotels International

SUSTAINABLE AWARDS JUDGING PANEL

Robert Day, WATG
Lyndall DeMarco, Only Sustainability Pty Ltd
Prashant Kapoor, International Finance Corporation

Eric Ricaurte, Greenview
Masaru Takayama, Asian Ecotourism Network