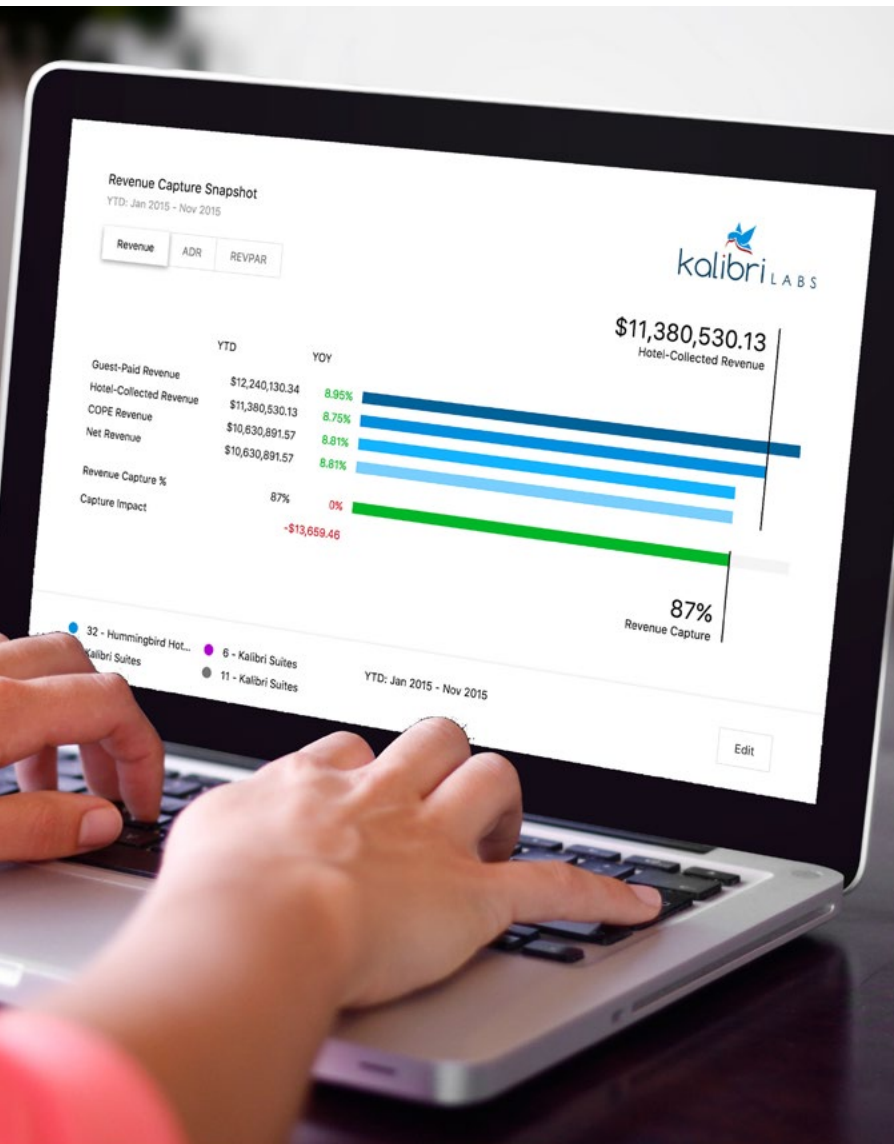




#RSSummit  
**REVENUE**  
Strategy Summit

**July 7, 2016**

*Renaissance Washington, DC Downtown Hotel*



## About us

Kalibri Labs is a big data and research firm specializing in hospitality. We help hotels improve performance by evaluating results based on revenue net of customer acquisition costs.

## Our next generation benchmarking platform

The Kalibri Labs industry-wide hotel stay database integrates transaction-level detail with cost-of-sales data across 25,000+ hotels. Kalibri Labs provides comprehensive views of industry trends and hotel performance across all segments, including like-for-like comparisons on multiple levels of revenue capture as well as unparalleled insight into cost of sales.

## What we offer

- Market analytic views
- Third party intermediary demand share views
- Channel optimization services with property audits
- Custom analytics
- Consulting and more

As the only full service big data firm for the hospitality industry, Kalibri Labs provides hotel brands, owners and operators access to never before seen data allowing them to benchmark revenue performance by hotel, competitive set, chain scale and geographic market.

Visit [Kalibrilabs.com](http://Kalibrilabs.com) to inquire about a complimentary market view.

 @RevStrategy  
#RSSummit

Dear Colleagues,

Welcome to the 4th annual Revenue Strategy Summit and the Renaissance Washington, D.C. Downtown Hotel. We, at Duetto, Kalibri Labs and Silver Hospitality Group, are pleased you have made the decision to join us today.

Each year we strive to provide you with actionable strategies to keep you ahead of the curve in the changing distribution landscape. With over 25 industry professionals on panels with insight and opinions, we hope you leave here today with a renewed energy and inspiration on how you can best improve your revenue contribution.

Our goal today is to present new ideas, address best practices and get you thinking about new approaches in revenue strategy. We have brought back our popular formats for panels and pundits, put a new spin on disruptive technologies and are presenting a groundbreaking new study from Kalibri Labs, Demystifying the Digital Marketplace. In addition we have a keynote from disruptor onefinestay's Greg Marsh and much more.

Make sure to take advantage of our multiple networking opportunities to continue the discussion while growing your industry reach and strengthening relationships. We would like to extend a big thank you to our sponsors, industry and media partners as well as each speaker who made the time to be with us today!

Thank you again for joining us at Revenue Strategy Summit!



**Patrick Bosworth**  
CEO and Co-Founder  
*Duetto*



**Cindy Estis Green**  
Co-Founder and CEO  
*Kalibri Labs, LLC*



**Stacy Silver**  
President  
*Silver Hospitality Group LLC*

# SCHEDULE AT-A-GLANCE

July 7, 2016

8:00AM - 8:30AM

## REGISTRATION

*Renaissance Registration*

8:30AM - 8:45AM

## WELCOME & INDUSTRY THOUGHT LEADERSHIP

*Renaissance Ballroom*

8:45AM - 10:00AM

## MERGING ON THE DIGITAL HIGHWAY: Loyalty, Book Direct Initiatives, Airbnb and the Battle for Today's Consumer

*Renaissance Ballroom*

10:00AM - 10:30AM

## NETWORKING BREAK

*Renaissance Ballroom Foyer*

*Sponsored by*

TRIPTEASE

10:30AM - 12:00PM

## NEW PLAYERS, NEW MODELS: Disruptive Technologies

*Renaissance Ballroom*

12:00PM - 1:00PM

## NETWORKING LUNCH

*Grand Ballroom North*

1:00PM - 2:15PM

## DEMYSTIFYING THE DIGITAL MARKETPLACE FOR HOTELS

*Renaissance Ballroom*

2:15PM - 3:15PM

## REVENUE STRATEGY: In Pursuit of Optimal Profit Contribution

*Renaissance Ballroom*

3:15PM - 3:45PM

## NETWORKING BREAK

*Renaissance Ballroom Foyer*

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THE  
**GUESTBOOK**  
— REWARDING INDEPENDENT SPIRIT —

3:45PM - 4:15PM

## THINK TANK

*Renaissance Ballroom*

4:15PM - 5:00PM

## KEYNOTE

*Renaissance Ballroom*

5:00PM - 6:00PM

## NETWORKING RECEPTION

*Renaissance Ballroom Foyer*



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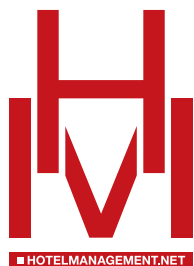
Founded in 2014, OpenKey is reinventing the hospitality experience through its mobile access solution. The OpenKey app is the industry standard for universal mobile key technology and works with the majority of digital hotel locks. Hotels and their guests benefit from OpenKey's platform providing efficiency, easy guest access, and paired with existing hotel mobile offerings. OpenKey is a privately held company located in Plano, Texas. The company has been funded by 12 of the largest hotel ownership and management companies in the world. The app is available for both iOS and Android devices. A demo is available on request. For more information, please visit [www.openkey.co](http://www.openkey.co).

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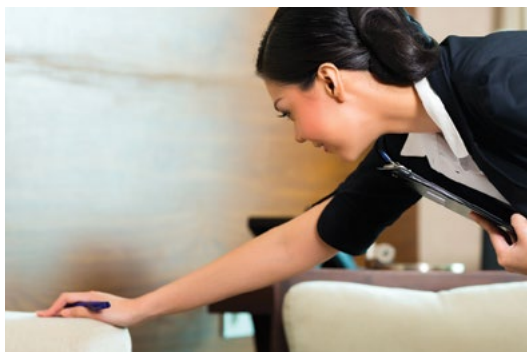
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# HOTEL MANAGEMENT



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**HOTELMANAGEMENT.net**

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Triptease is a disruptive solutions start-up that builds digital tools to increase direct bookings and create closer relationships between hotels and their guests. The company was co-founded by Charlie Osmond, UK Young Entrepreneur of the Year, member of The British Airways Business Advisory Board and one of HSMAL's top 25 minds, Alasdair Snow, named in TTGs Tomorrow's Travel Leaders 30 under 30, and Alexandra Zubko, former Head of Strategy at Intercontinental Hotels Group and winner of IHIF Young Person Leader Award. In 2015 Triptease won Phocuswright's European Travel Innovator of the Year and HSMAL's Silver Award for Innovation.

[TripTease.com](http://TripTease.com)  [@Triptease](https://twitter.com/Triptease)

## Industry Partners



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The Center for Hospitality Research enables and conducts research of significance to the global hospitality and related service industries. CHR also works to improve the connections between academia and industry, continuing the School of Hotel Administration's long-standing tradition of service to the hospitality industry. Founded in 1992, CHR remains the industry's foremost creator and distributor of timely research, all of which is posted at no charge for all to use. In addition to its industry advisory board, CHR convenes several industry roundtables each year for the purpose of identifying new issues affecting the hospitality industry.

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Based in San Francisco, Thayer Ventures (Thayer) invests in technology companies that focus on the hospitality industry. This industry, which represents over \$10 trillion in annual global economic activity, is thriving with entrepreneurial activity due to the disruptive changes within the sector, which began over a decade ago. Recent consumer trends have accelerated this disruption for operators across the hospitality and travel world, creating unprecedented opportunities for technology providers to make significant inroads into what was previously a closed market. Additionally, hospitality suppliers are dealing with massive shifts in travel planning, organizing and booking driven by the Internet and social media platforms. As a result, the hospitality industry is being forced to rapidly deploy new technologies in order to exploit the opportunities created by this shifting consumer behavior. The combination of these factors has created a unique environment for innovative technology providers to make significant inroads into this massive, growing, and evolving marketplace.

Thayer's objective is to provide portfolio companies with unequalled counsel, strategic insights and industry connections that drive significant revenue and enable sustainable growth.

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Duetto delivers the most powerful revenue strategy solutions to the world's leading hotels and casinos, allowing them to better manage pricing, revenue and business-mix decisions with superior, actionable data.

The unique combination of hospitality experience and technology leadership enables Duetto to provide new insights on pricing and demand as a true cloud-based software-as-a-service. With solutions that address the challenges of today's distribution landscape, Duetto's applications are a GameChanger — optimizing profit and guest loyalty.

More than 1,000 hotels and casinos in more than 50 countries have partnered to use Duetto's revenue strategy solutions.

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Kalibri Labs is a next-generation benchmarking platform to evaluate hotel revenue performance in the fast-moving digital marketplace. The Kalibri Labs industry database supports on-demand reports, cloud-based dashboards and Revenue Strategy consulting. The robust database of stay data, market demand profiles and cost of sales for over 25,000 hotels is a valuable resource for hotel brands, operators, owners, developers, investors, destinations and vendors providing them the ability to benchmark revenue performance by hotel, competitive set, chain scale and by geographic market.

The Kalibri team is a seasoned group of executives with deep industry experience and a passion to sustain the industry's financial health in a highly challenging and dynamic digital marketplace.

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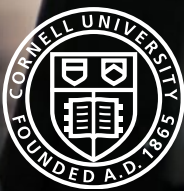
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**School of Hotel Administration**  
Center for Hospitality Research



# AGENDA

8:00AM - 8:30AM

RENAISSANCE REGISTRATION

## REGISTRATION

8:30AM - 8:45AM

RENAISSANCE BALLROOM

## WELCOME & INDUSTRY THOUGHT LEADERSHIP



**Patrick Bosworth**  
CEO and Co-Founder

*Duetto*



**Cindy Estis Green**  
Co-Founder and CEO

*Kalibri Labs, LLC*



**Stacy Silver**  
President

*Silver Hospitality Group LLC*

8:45AM - 10:00AM

RENAISSANCE BALLROOM

## MERGING ON THE DIGITAL HIGHWAY: Loyalty, Book Direct Initiatives, Airbnb and The Battle For Today's Consumer

As third-party business continues to grow, many brands have rolled out book-direct campaigns and new loyalty initiatives to give consumers better prices and more reasons to book on brand.com. Is the next generation of travelers as brand conscious as before and do points-based loyalty programs still work? Or are efforts to provide more personalized offers and better prices the way of the future? And with peer-to-peer disruptors like Airbnb becoming legitimate competition, the challenge grows steeper for hotel owners, operators and brands. A panel of senior executives will address the many ways the digital marketplace continues to change the hotel landscape and how the industry is responding.

*Moderator*



**Jeff Higley**  
Editorial Director/Vice President,  
Digital Media & Communications

*Hotel News Now/STR*



**Chad Crandell**  
Managing Director & CEO

*CHM Warnick*



**Nathalie Corredor**  
Senior Vice President, Global Strategy

*Hilton Worldwide*



**Jeremy Welter**  
Executive Vice President,  
Asset Management

*Ashford Hospitality Trust*



**Fernando Vives**  
Senior Vice President  
Commercial Strategy &  
Pricing

*NH Hotel Group*

10:00AM - 10:30AM

RENAISSANCE BALLROOM FOYER

## NETWORKING BREAK

Sponsored by  
**TRIPTEASE**

10:30AM - 12:00PM

RENAISSANCE BALLROOM

## NEW PLAYERS, NEW MODELS: Disruptive Technologies

Lots of change is in the air. Many attempts have been made by online travel vendors to own the business travel segment and alter the travel management company (TMC) model. Is the demise of the RFP process imminent? Moving on to direct bookings, how will that play out for large brands as well as small chains and independents? What can hotels do to attract consumers to brand.com and keep them there?

Many argue that loyalty programs will be a strong driver of business production; some argue that the contest between OTAs and brands may be driving rates down and costs up. Some new vendors will pitch their stories of disruption by sharing models that may alter consumer behavior dramatically and change conventional wisdom in how hotels interact with key customer segments. A panel of owners and operators will engage in a dialogue on these compelling topics.

*Moderator*



**Glenn Haussman**

Editor at Large

*Questex Hospitality Group*



**Isaac Hicks**

Vice President,  
Asset Management

*Host Hotels & Resorts*



**Gary Isenberg**

President

*LWHA® Asset & Property  
Management Services*



**Francois-Olivier Luiggi**

General Manager

*The Pierre, A Taj Hotel*



**Jaime Pena**

Vice President, Revenue Strategy  
& Global Distribution

*Omni Hotels & Resorts*



**James Gancos**

CEO & Founder

*The Guestbook*



**Dan Ruch**

Founder & CEO

*Rocketrip*



**Steve Sickel**

Chief Executive Officer

*Room Key*



**Alexandra Zubko**

Co-Founder

*Triptease*

# AGENDA

12:00PM - 1:00PM

GRAND BALLROOM NORTH

## NETWORKING LUNCH

1:00PM - 2:15PM

RENAISSANCE BALLROOM

## DEMYSTIFYING THE DIGITAL MARKETPLACE FOR HOTELS

The groundbreaking update to the 2012 Distribution Channel Analysis study will be ready for release by Summer 2016. Get a sneak peek at RSS when the first major findings are released. Data from 30,000 hotels dating back to 2011 has been aggregated along with many additional data points including Airbnb, airline arrival information, groups and meetings profiles and consumer review data. The release of the study from Kalibri Labs and AH&LA heralds a new era in the benchmarking of hotel revenue performance to enable a more action-oriented response for hotels to identify and manage to an optimal channel mix.

### Among the insights:

- Industrywide customer acquisition costs and how particular hotel types benchmark against national averages
- Net RevPAR metrics benchmarked by hotel type and metro area
- Changes in the group and meetings segment for major metro areas
- Impact of Airbnb by hotel type and customer segment
- Changes in feeder markets to major metro areas and the implications for hotel performance



**Cindy Estis Green**  
CEO and Co-founder  
*Kalibri Labs*

## PANEL DISCUSSION

What type of data is needed in the digital marketplace?

How is this different than data needed in the analog world?

Functions like forecasting and predicting performance; predictive models for merchandising; price optimization modeling; segmented consumer targeting; sensitivity analysis on channel and segment mix and digital marketing all depend on new data inputs.

In a world of big data, the hotel industry can benefit, but that may look different at the enterprise or the hotel level. This panel will have a dialogue about how a brand, hotel owner or operator can leverage the insights for improved performance.

### Moderator



**Mark Carrier**  
President  
*B. F. Saul Company  
Hospitality Group*



**Esther Gayfield**  
Director, Asset  
Management  
*RLJ Lodging Trust*



**RJ Friedlander**  
CEO  
*ReviewPro*



**Drew Pinto**  
Vice President, Distribution  
Strategy, Systems &  
Intermediary Channels  
*Marriott International*



**Andrew Rubinacci**  
SVP, Distribution & Revenue  
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# AGENDA

2:15P – 3:15PM

RENAISSANCE BALLROOM

## REVENUE STRATEGY: In Pursuit of Optimal Profit Contribution

To optimize profits effectively, the numerous departments throughout a hotel and all the way up the corporate ladder must embrace a holistic Revenue Strategy. Cost of sales has increased, third parties and new players are ever more aggressive, instant-book offerings by meta search are gaining traction and the pressure on rates has not let up at all. How does it affect daily decisions like pricing, inventory management, digital promotions and channel shift tactics? How does this differ in a large brand compared to smaller chains and independents? This panel will explore how innovative leaders are changing their organization, technology and mindset to move away from the traditional siloed approach to an operating model that moves beyond just managing demand to truly optimizing it and overall profitability.

*Moderator*



**Calvin Anderson**  
Vice President of  
Managed Services

*Management Services*



**Michael J. Bennett**  
Vice President, Marketing

*White Lodging Services*



**Oliver Bonke**  
Chief Commercial Officer

*Loews Hotels*



**Larry Kaminsky**  
Executive Vice President

*Fulcrum Hospitality LLC*



**Ash Kapur**  
Chief Revenue Officer &  
Senior Vice President

*Starwood Capital*

3:15P – 3:45PM

RENAISSANCE BALLROOM FOYER

## NETWORKING BREAK

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3:45P – 4:15PM

RENAISSANCE BALLROOM

## THINK TANK

Have a question you have been dying to ask regarding revenue strategy? Want an opinion on today's digital marketplace? Throughout the day, you will have the opportunity to post questions on our bulletin board, via Twitter or by simply handing a note to an RSS staffer. This is your session to brainstorm, get answers and tap into experts regarding revenue strategy.

4:15PM - 5:00PM

RENAISSANCE BALLROOM

## KEYNOTE

There is much buzz about disruption in the hospitality industry and onefinestay has certainly contributed to that model. Greg Marsh, Co-Founder and CEO, of the company will share his perspective on how and why disruption has taken root in the lodging sector. He will touch on changes in consumer behavior, as well as some of the players that are re-shaping the industry and will pose challenges to hoteliers about the importance of differentiation in the guest experience. Inspired to change the way people travel, Greg started onefinestay with a deep background in venture capital and a technology and product management skill set.



**Greg Marsh**  
CEO and Co-Founder  
*onefinestay*

5:00PM - 6:00PM

RENAISSANCE BALLROOM FOYER

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# SPEAKER BIOGRAPHIES



**Calvin Anderson**  
Vice President of Managed  
Services  
*Duetto*

@OptimizeDemand @DuettoUnicorn

Calvin currently serves as Vice President of Managed Services for Duetto Research running a world-class managed services organization offering consulting and outsourcing of virtual revenue strategy for Duetto hotel customers around the world. Anderson is an accomplished Revenue Strategy professional, with management experience at Hilton, Marriott and Highgate hotels, among others. Most recently Calvin was the Director of Revenue for the New York Hilton Midtown, New York's largest hotel and Hilton's worldwide flagship. Calvin serves on HSMIA's national Revenue Management Advisory Board and is the chairman of HSMIA's renowned ROC (Revenue Optimization Conference). Calvin was also recently awarded HSMIA's prestigious NYC Revenue Management Executive of the Year for 2015. Anderson is a professor at the NYU Tisch Center for Hospitality and Tourism teaching "Distribution and Channel Management" at the graduate level and is also co-authoring Pearson's newest RM textbook, "Hospitality Revenue Management." Calvin holds a BA in history from University of Missouri, Kansas City.



**Michael J. Bennett**  
Vice President, Marketing  
*White Lodging Services*

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Michael is a native of the Chicago area and a graduate of the American Academy of Art with a degree in Design. He possesses over 21 years of international management experience, working with companies such as KSL Resorts & Capital, White Lodging, Knight-Ridder, The Nature Conservancy and Eastman Kodak. His specialties lie in marketing, ecommerce/digital and mobile implementations, all with a proven track record of success. Michael focuses on managing with an emphasis on profitable growth through an increase in CLV, while constantly reiterating creative marketing is only successful when held accountable to the results it produces. He currently resides in Southern California with his wife and two beautiful daughters.



**Oliver Bonke**  
Chief Commercial Officer  
*Loews Hotels*

@Loews\_Hotels

As Chief Commercial Officer, Oliver Bonke oversees the strategic growth of the Loews family of brands, including Loews Hotels & Resorts, Loews Regency and the OE Collection, in addition to taking ownership of Sales, Marketing, Guest-Facing Technology and Public Affairs.

A seasoned hotelier with an entrepreneurial spirit, he believes that leadership is a shared experience that mobile devices shape the entire travel experience of the future and that brands succeed when they have purpose, character and create an emotional bond with its consumers.

Bonke joined Loews Hotels from InterContinental Hotel Group where he served as Chief Commercial Officer of the Americas. At IHG he led the Americas team across all top-line drivers of Brand, Loyalty, Distribution, Sales, Revenue Management and Digital Marketing and also served as the strategy and integration leader for IHG's acquisition of Kimpton Hotels & Resorts. Prior to IHG, Bonke spent 24 years with Starwood Hotels and Resorts Worldwide, Inc., holding several sales, marketing and operations leadership positions across the globe.

He is a graduate of the Advanced Management Program at Harvard University School of Business, and holds a Bachelor of Arts in Business Administration & Sociology from Loyola University.



**Patrick Bosworth**  
CEO and Co-Founder  
*Duetto*

@ptbosworth @OptimizeDemand @DuettoUnicorn

As Co-Founder and CEO, Patrick drives vision and growth at Duetto. With over a decade spent in the hospitality, non-profit and government sectors, he has brought entrepreneurial insights to organizations and established them as industry leaders and innovators. Previously at Wynn Resorts, and with consulting clients, Patrick realigned strategic marketing functions to maximize profit. While in the public sector, he drove modernization of financial reporting standards, unchanged since the 1950s, making labor unions more accountable to their members.



**Mark Carrier**  
President  
*B.F. Saul Company  
Hospitality Group*

Mark G. Carrier is the senior officer of the B. F. Saul Company Hospitality Group. The B. F. Saul Company is a privately held diversified real estate and banking concern based in the Washington, D.C. area. The Hospitality Group owns and operates a portfolio of 19 business class hotels, which are affiliated with Intercontinental Hotels Group, Marriott and Hilton and The Hay-Adams one of the nation's finest hotels. The Hospitality Group generates \$140 million in revenue and employs 1,350 team members in the operation and management effort. Carrier's leadership responsibilities for the B. F. Saul Company include strategic direction, overall operational leadership, acquisition and development of properties, long term financial and capital planning along with the development and implementation of corporate policies, procedures and management systems.

He currently serves as Vice Chairman of the American Hotel and Lodging Association as well as Chairman of the Tysons Partnership. He is active in the Owner Advisory Committees of Marriott, Hilton and IHG.



**Chad Crandell**  
Managing Director & CEO  
*CHM Warnick*

Chad Crandell is a partner and CEO of CHMWarnick, the leading provider of hotel asset management and owner advisory services. He is responsible for overseeing the CHMWarnick team, comprised of 33 hospitality professionals operating across seven offices nationwide. As a group, they are responsible for asset managing a client portfolio of more than 50 hotels and 20,000 guest rooms, collectively valued at more than \$10 billion. Chad has 30 years' experience in the hospitality industry, the majority of which has been dedicated to asset management and specifically developing strategies for enhancing hotel value and protecting owner rights. He has extensive experience in structuring fair and equitable hotel ownership agreements, and plays an active role in all client contract negotiations. Chad also advises on key operational challenges, including revenue management, risk mitigation, capital planning and expenditures, and investor-funded capital projects. He is a past President and current member of the HAMA (Hospitality Asset Managers Association), was part of the CHAM (Certified Hotel Asset Managers) designation development team, and served on the committee that instituted changes in the recently published Eleventh Edition of the Uniform System of Accounts for the Lodging Industry. Chad is a member of the International Society of Hospitality Consultants (ISHC), holds a Counselors of Real Estate (CRE) distinction, and is a Certified Hotel Asset Manager (CHAM). He received his B.S. in Hotel Administration from Cornell University.

Corredor holds a Bachelor's of Arts degree in Economics and International Studies from Duke University and a Master's of Business Administration degree from Stanford University. She was also a Fulbright Scholar in South Korea.



**Cindy Estis Green**  
CEO and Co-Founder  
*Kalibri Labs*

@kalibrilabs @estisgreen

Cindy Estis Green began her career in corporate marketing and senior operations roles for Hilton International. After starting up the data mining consultancy, Driving Revenue, and selling it to Pegasus Solutions, Estis Green spent twelve years as managing partner of The Estis Group providing strategic marketing consulting to the hospitality industry. Co-author of the 2012 Distribution Channel Analysis: A Guide for Hotels and many other industry publications on the topic of marketing technology, Estis Green has been honored as one of the 25 Extraordinary Minds in Sales and Marketing, was inducted into the prestigious Hospitality Technology Hall of Fame and has been named as one of Cornell University's 90 Influential Hoteliers. She is currently a member of the HITEC Advisory Council, the HSMIA Foundation Board of Trustees, leads the AH&LA Consumer Innovation Forum, leads the HSMIA Resort Best Practices Initiative and holds a board seat for The Knowland Group. She launched Kalibri Labs in 2012 offering the hospitality industry data analytics to evaluate revenue performance and track the rising cost of customer acquisition. Estis Green holds a BS degree from Cornell University and an MBA from The American University.



**Nathalie Corredor**  
Senior Vice President,  
Global Strategy  
*Hilton Worldwide*

@HiltonWorldwide

Nathalie Corredor is Senior Vice President of Strategy for Hilton Worldwide. Prior to joining Hilton, Corredor spent much of her career working in Silicon Valley, most recently at Google as Global Head of Vertical Search Ad Development & Sales. In this role she drove key travel-focused products, including hotel advertising and flight search, and fueled significant sales growth. She also previously served as Google's Head of Sales Strategy & Operations, where she worked with the VP of US Sales to ensure optimal operations and growth for the company's sales team.

In her new role at Hilton Worldwide, Corredor leads the development and implementation of enterprise-wide strategies and initiatives to drive growth and innovation. She reports directly to Kevin Jacobs, Executive Vice President & Chief Financial Officer, and is part of the company's senior leadership group.

Before Google, Corredor was an Engagement Manager at McKinsey & Company, supporting strategy development for several global clients, including Hilton Worldwide. She began her career as a Consultant with Mercer Management Consulting, now Oliver Wyman, where she worked with travel and technology companies. Throughout her career, Corredor has also provided strategic guidance to several startup companies, including those in the travel space.



**RJ Friedlander**  
Founder & CEO  
*ReviewPro*

@reviewpro @RJJFriedlander

RJ Friedlander is the Founder & CEO of ReviewPro, the leading provider of Guest Intelligence solutions for the hotel industry.

Prior to ReviewPro, RJ worked extensively in the Internet and technology sector in Europe, US and Asia and spent 10 years at Grupo Planeta where he was the CEO of the group's Digital Media Division. In addition to running the day-to-day business of ReviewPro, RJ is an advisor and investor in several other Internet and technology companies.

Widely recognized as an expert in hotel technology and online reputation management, RJ is a frequent speaker at key hotel industry events and is on the advisory board of Cornell University. He obtained a Bachelor's of Science degree from Indiana University and a Master's Degree in International Finance from the University of Reading in the U.K.

# SPEAKER BIOGRAPHIES



**Esther Gayfield**  
Director, Asset Management  
*RLJ Lodging Trust*

Esther Gayfield currently holds the position of Director of Asset Management with RLJ Lodging Trust and is responsible for a portfolio of 34 hotel assets including NYC, DC, Atlanta, Dallas, and Louisville. Prior to joining RLJ, Esther was the Chief Operating Officer at Georgia based Veritas Hospitality Group and was responsible for managing all operational, marketing, and brand initiatives for the organization.

Esther began her career at a La Quinta Inn in Williamsburg, VA, where she was named La Quinta's first franchise General Manager of the year in 2003. She has extensive hotel industry experience managing a range of hotels from select service to four-star resorts.



**James Gancos**  
CEO & Founder  
*The Guestbook*

@TheGuestbk

James Gancos is CEO & Founder of The Guestbook. His background as both a veteran hotel operator and business process/technology consultant provided the inspiration and insight to create an innovative rewards platform that provides instant "cash back" gratification and fosters the direct connection between hotel and guest.

James has held General Manager positions at the W Los Angeles, W Istanbul, and Planet Hollywood Resort & Casino in Las Vegas as well as Hotel Manager positions at the Sheraton Seattle and Sheraton Kauai Resort in Hawaii. In addition, he served as North America Director of Operations for Starwood for three years working directly for the divisional President on all aspects of division management. He has served on the board of the Hotel Association of Los Angeles and represented hotels for multiple corporate IT projects.

James graduated Cum Laude from Duke University with a Bachelor of Science in Economics and holds an MBA from the Harvard Business School.



**Glenn Haussman**  
Editor at Large  
*Questex Hospitality Group*

@TravelingGlenn

Glenn Haussman, President of Rouse Media and Editor at Large with Questex is deeply entrenched in all things hospitality. He hosts the weekly on demand radio show 'No Vacancy', is a frequent keynote speaker, and is a sought out lodging trends expert.

Closing in on 20 years in the hospitality industry, Glenn enjoys the worlds of hospitality and travel as an observer, educator and of course, as a

guest. He's well known for his lightning rod viewpoints on controversial lodging industry issues.

As a frequent moderator and speaker, he uses a unique motivational style and viewpoint to get people to rethink conventional thinking to find empowerment in their careers and businesses. His weekly radio show style podcast attracts the biggest names in hospitality as guests and was chosen by USA Today to listen to while traveling.

Glenn has also served as adjunct professor at New York University, teaching classes in Public Relations& Advertising and Consumer Behavior at the Tisch Center for Hospitality, Tourism, and Sports Management and is frequently quoted in leading publications such as the New York Times, USA Today, Washington Post, MSNBC.com, CNN.com, Chicago Tribune and many more. Find Glenn on Twitter @TravelingGlenn or via email glenn@rouse.media.



**Isaac Hicks**  
Vice President, Asset Management  
*Host Hotels & Resorts*

Mr. Hicks currently holds the position of Vice President, Asset Management for Host Hotels & Resorts. In his current role he has responsibility for the company's assets in New York and Philadelphia which generate over \$700M in annual revenue and \$125M in EBITDA. He works with a team of professionals to ensure that Host's strategic plans are met. Mr. Hicks oversees all ownership responsibilities, including capital planning and execution, operational excellence and strategic planning. Mr. Hicks brings 20 plus years of hospitality experience, ranging from a line employee to 13 years with Marriott and Ritz-Carlton and having spent the last 4 years with Host Hotels and Resorts. Prior to joining Marriott, Mr. Hicks spent 4 years serving in the United States Marine Corps where he earned the Presidential Service Badge.



**Jeff Higley**  
Editorial Director/Vice President,  
Digital Media & Communications  
*Hotel News Now/STR*

@jeffhigley1

Jeff Higley is a 30-year journalism veteran who has specialized in the hotel industry for the past 20 years. He launched Hotel News Now, a division of STR, in September 2008. The website is a business-to-business digital magazine that targets hotels owners, operators, developers and other disciplines interested in the global hotel industry. Hotel News Now won the "Web Site of the Year" from the American Society of Business Press Editors in 2015.

Higley also oversees the corporate communications/public relations for the STR enterprise as well as the annual Hotel Data Conference.

Prior to joining Hotel News Now and STR in March 2008, Higley served in various leadership positions for Questex Media Group's Hotel & Motel Management group.

Higley began his career in the newspaper industry and worked as a sportswriter for several Midwest newspapers, covering everything from high school basketball to the World Series. He moved to business-to-business publishing in 1995.

Higley is a product of Valparaiso University in Indiana and a native of Sandusky, Ohio. He and his wife, Cheryl, have three children: Sarah, Emily and Isabella. They reside in Avon Lake, Ohio.



**Gary Isenberg**  
President  
*LWHA® Asset & Property  
Management Services*

@lwhadvisors

Gary Isenberg currently serves as President – LWHA® Asset & Property Management Services. In Gary's current role he is responsible for heading up the Asset Management and Hotel Management Divisions. Gary has over 28 years of diversified Hospitality experience in Hotel Management, Finance, and Asset Management. Mr. Isenberg attended Fairleigh Dickinson University and upon completion of a Bachelor of Science in Business Management with minors in Corporate Finance and Information Systems, accepted his first full-time position with ITT Sheraton currently known as Starwood Hotel and Resorts as a Corporate Trainee. During his 16-year tenure, he was rapidly promoted over a series of increasingly responsible positions, mergers and acquisitions, at both the corporate and property level, in the disciplines of finance and operations.

A privately-held Hotel Development, Ownership and Management Company, Field Hotel Associates, recruited Gary to join their organization as General Manager of their flagship property. Shortly Mr. Isenberg was promoted to EVP of Hotel Operations and most recently held the position of Chief Operating Officer. During his tenure at FHA, Mr. Isenberg led the development and opening of hotels, spearheaded several re-organizations, repositioning and recapitalizations, as well as numerous revenue-generating and cost-cutting initiatives.



**Larry Kaminsky**  
Executive Vice President  
*Fulcrum Hospitality LLC*

Larry Kaminsky is currently Executive Vice President at Fulcrum Hospitality, a boutique operating partner, asset manager, and transaction advisor in the lodging and gaming space. In his role at Fulcrum, Mr. Kaminsky is actively involved with most of the firm's asset management engagements and client relationships. Prior to joining Fulcrum, Mr. Kaminsky was the Senior Vice President of Asset Management at LaSalle Hotel Properties, a highly regarded lodging REIT, where he was directly responsible for asset managing a significant number of the REIT's hotel assets, overseeing renovations and re-positionings, and leading many of the portfolio-wide initiatives and best practices. Mr. Kaminsky's career also includes senior leadership roles with CTF Hotels & Resorts, Kerzner International, Marriott International and Renaissance Hotels & Resorts. Mr. Kaminsky is actively involved in many industry organizations, currently serving as a board member of the Hospitality

Asset Managers Association (HAMA), a participating member of the AH&LA Financial Management Committee, and participated in authoring the 11th Edition of the Uniform System of Accounts for the Lodging Industry. Mr. Kaminsky received his Bachelor of Science degree from Emory University.



**Ash Kapur**  
Chief Revenue Officer & Senior  
Vice President  
*Starwood Capital*

Ash Kapur is the Chief Revenue Officer and Senior Vice President in the Hotel Asset Management Group at Starwood Capital Group. In this role, Mr. Kapur is responsible for increasing room revenues for Starwood Capital's hotel assets in the United States and Europe, with a focus on hotel revenue management, sales, marketing, technology and e-commerce.

Prior to joining Starwood Capital in 2011, Mr. Kapur served as Senior Director of Global Strategic Accounts & Gaming at Expedia. Before that, he served as the Revenue Management & Internet Marketing Manager for hotel assets owned by the Chartres Lodging Group.

Mr. Kapur graduated from the Institute of Hotel Management, Aurangabad in India. He also received a B.A. degree in economics in India and a master's in marketing from Bristol Business School in the United Kingdom.



**Francois-Olivier Luiggi**  
General Manager  
*The Pierre, A Taj Hotel*

Francois-Olivier Luiggi was recently appointed General Manager of The Pierre, A Taj Hotel. With over 22 years in the luxury hospitality industry, Mr. Luiggi has extensive experience launching high-end hotels internationally and managing well-known brands catering to the discerning traveler. His prior positions include: General Manager of Langham Place, Fifth Ave (formerly The Setai); Hotel Manager of The Mark Hotel, and Corporate Food & Beverage Training Specialist at Four Seasons, where he spent several years developing the brand's culinary teams. Mr. Luiggi also serves as President of the ESSEC USA Alumni Association, his alma mater.

Originally from Corsica, France, Luiggi graduated from ESSEC Business School in France, with a joint MBA in Hotel Management from Cornell University. After completing his studies, Luiggi entered the hospitality world through the Food & Beverage division, quickly rising through the ranks to become the Corporate F&B Training Specialist for the entire Four Seasons brand. While with Four Seasons, Mr. Luiggi opened a total of 19 of the brand's hotels and resorts, including properties in the Middle East, Europe and Southeast Asia. An internationally-trained hotelier, he speaks fluent English, French and Italian.

# SPEAKER BIOGRAPHIES



**Greg Marsh**  
CEO and Co-Founder  
*onfinestay*

@onfinestay

onfinestay is a pioneering hospitality business that's transforming the \$50bn luxury accommodation market by combining the best of upscale hotel service with carefully curated private homes in major city centres. From its London headquarters the company has expanded rapidly and today employs more than 600 people with international offices in New York, Paris, Los Angeles and Rome.

In April 2016 onfinestay announced that it would become part of the AccorHotels group while continuing to operate as an independent company.

Greg has led the onfinestay team since founding the company in 2009, prior to which he spent 3 years on the investment team at Index Ventures. He previously worked at travel start-up GF-X (Descartes Systems) where he was responsible for product management.

He has an MA from Christ's College, Cambridge, and an MBA with high distinction from Harvard Business School where he was a Fulbright Scholar and graduated top of his class. Greg also works with Amnesty International as an elected member of the charity's Finance and Audit Committee, and is a Visiting Professor at Imperial College Business School.



**Jaime Pena**  
Vice President, Revenue  
Strategy & Global Distribution  
*Omni Hotels & Resorts*

Jamie is responsible for Revenue Management and oversees all distribution for the brand including our voice call centers, GDS connectivity and partnerships with various online partners.

Jamie Pena joined Omni Hotels & Resorts in 2009 as Corporate Director of Revenue Applications and transitioned to Corporate Director of Group Strategy in November of 2011 which included development of Omni's automated group pricing tool, GroupREV. Prior to joining Omni Hotels & Resorts, Jamie was with Marriott Hotels for 17 year in a variety of roles including Operations, Sales and Revenue Management.

Jamie graduated from University of Texas, Austin with her BBA in Marketing. She sits on the Customer Advisory Board for Rainmaker, Smith Travel and TravelClick.



**Drew Pinto**  
Vice President, Distribution  
Strategy, Systems &  
Intermediary Channels  
*Marriott International*

@marriottint'l

Drew leads the development and execution of Marriott International's comprehensive distribution strategy across direct and indirect channels. He also oversees Marriott's intermediary sales channels, and is responsible for strategy, negotiations and account management for intermediary partners including online travel agents, global distribution systems, travel management companies and group intermediaries. Drew also serves as the executive lead for Marriott's reservation and distribution technology, where he is responsible for defining the strategy for Marriott's reservation system and delivering content across channels.

Drew joined Marriott in 2004 from Accenture, where he developed turnaround strategies for major retail clients. He started his Marriott career with the Internal Consulting team and led several strategy and business improvement efforts. Most recently, Drew served as Vice President, Sales & Customer Care Operations, where he was responsible for leading Marriott's multi-billion dollar voice channel.

Drew earned a Bachelor of Arts degree from Yale University and an MBA from The University of Michigan Ross School of Business. He lives in Bethesda, Maryland, with his wife and two sons.



**Andrew Rubinacci**  
SVP, Distribution & Revenue  
Management  
*InterContinental Hotels Group*

@arubinacci

Andrew Rubinacci is Senior Vice President of Distribution & Global Revenue Management for IHG. In this role he is responsible for the leadership of an integrated Distribution and Revenue Management Strategy team including Global Revenue Management operations, as well as third party Internet, global distribution systems and distribution strategy for IHG's brands. Mr. Rubinacci's career in the hospitality industry spans over 25 years, first joining IHG in 1991. In addition to IHG, he has worked with Bristol Hotels & Resorts and MeriStar Hotels & Resorts. He has extensive experience in sales, distribution, revenue management, guest services, hotel operations and e-commerce. In Mr. Rubinacci's earliest role with IHG he participated in the management training program at the Holiday Inn® hotel in Nashville, Tennessee, and continued to serve in management roles at multiple properties, including General Manager, before moving into corporate roles in revenue management, e-commerce and distribution. While at IHG he has also served as Vice President for Distribution Marketing where he was based in the U.K., responsible for all facets of IHG's reservations and distribution for Europe, the Middle East and Africa.



**Dan Ruch**  
Founder & CEO  
*Rocketrip*

@Rocketrip @DanRuch

Dan Ruch is the Founder & CEO of Rocketrip, the leading tech platform that reduces corporate travel expenses by letting employees keep half of what they save on their business trips. Venture-backed by several groups including Y Combinator, Canaan Partners, and Genacast Ventures, Rocketrip is the first commercially available travel solution to utilize the incentive-based approach to expense management pioneered at Google.

Prior to founding Rocketrip, Dan served as Vice President, Europe for Tremor Video and worked at TACODA until its successful exit to AOL. Dan graduated from the University of Wisconsin – Madison with a BA in Psychology.



**Peter S. Shin**  
Hotel Development  
*Sojern*

@Sojern

Peter works on hotel relationship development with the property solutions team for Sojern. In addition to working with hotel agencies, Mr. Shin also develops larger strategic partnerships with hotel industry entities. Mr. Shin was most recently part of the travel and leisure group at Bentley Associates, a leading boutique investment bank where he continues as a Senior Advisor. Mr. Shin focused on strategic advisory, M&A, and private placements for numerous Bentley travel clients. Prior to Bentley, Mr. Shin worked in the Partnerships & Alliances group at Travelport Ltd, focusing on global strategic relationships. At Travelport, Mr. Shin completed numerous commercial and technology partnerships for use on the various Travelport platforms. Before Travelport, Mr. Shin was Vice President of business development at Mobissimo.com, where he focused on revenue, marketing, and technology partnerships for the travel meta-search company. Mr. Shin has executed and managed over 500 travel and leisure transactions in commercial agreements, content acquisition, and strategic corporate development. Mr. Shin holds a B.A. and B.S. from UC Berkeley, M.A. and M.S. from UCLA, and M.B.A. from the Johnson School, Cornell University.



**Steven Sichel**  
Chief Executive Officer  
*Room Key*

Steven Sichel is Chief Executive Officer of Room Key. Steve focuses on setting company strategy, directing the venture's financials and commercial performance, leading the board of directors function and process, and steering the organization's leadership team through day-to-day operations. In just one-and-a-half years with Room Key Steve has made significant positive impact on the organization, overhauling the company's financials to bring it to profitability and redesigning the company's marketing approach and customer value proposition.

Steve is a travel industry veteran with more than 25 years of experience in senior-level roles across multiple marketing disciplines. One of the founding leaders who conceived of and brought Room Key to market in 2012, Steve previously served for more than 13 years at InterContinental Hotels Group (IHG), most recently on the executive team as Global Head of Sales, Distribution and Relationship Marketing.



**Stacy Silver**  
President  
*Silver Hospitality Group*

@shg\_stacy

Stacy Silver is President of Silver Hospitality Group, a boutique consultancy firm specializing in building revenues and profitability for hospitality companies through targeted industry relations outreach, creative marketing solutions and special events. Prior to launching Silver Hospitality Group, she served as Executive Director, Business Development and Sales for Questex Hospitality Events. Over the past two decades, Silver has held increasingly influential positions with two of the industry's leading media companies, serving in such capacities as vice president, publisher, executive director events and executive director digital media, for Hotel Business (ICD Publications) and Hotel Management (Questex Media Group).

Silver also is a frequent speaker at major industry events. She holds a Bachelors degree from SUNY Oneonta.

# SPEAKER BIOGRAPHIES



**Fernando Vives**  
Senior Vice President  
Commercial Strategy & Pricing  
*NH Hotel Group*

@Fernandovives @NHHotels

Fernando joined Nh Hotel Group in 2014 as Senior Vice President Commercial Strategy & Pricing, being responsible for the Top Line of the company with almost 2.000 Million Euros turnover. He drives the commercial and revenue management strategy and practices in around 400 hotels in more than 25 countries.

He is an expert on Revenue Management, Commercial practices and distribution with experience both in the urban and resort arena and operating hotels in all continents.

Previously to NH Hotel Group Fernando occupied different positions at the Le Meridien, the Ritz in Madrid, Hesperia Hotels and Meliá Hotels International, where he spent 8 years. From Global Director of Revenue Management to Senior Commercial Director EMEA and Premium Brands, not only being responsible for top line results in the area but outbound business, the global sales force and leading the luxury sales strategy for the group.

Fernando has entrepreneurial experience, that he applies on his daily practices. He is an entrepreneur himself, co-funding the Revenue Management & Distribution firm Xotels, Ltd in 2006 and is shareholder at The Cool Food Company, a gastronomic company that operates F&B and Catering Services in Spain.

He has a BA in hotel Management, Masters in Hotel Management by Universidad Polytechnic in Madrid and different diplomas such as Revenue Management by Cornell University and CENP. Nonetheless he considers Amazon.com has the best university ever.



**Jeremy Welter**  
Executive Vice President,  
Asset Management  
*Ashford Hospitality Trust*

Jeremy Welter is the executive vice president of asset management for Ashford Inc. and serves as the executive vice president of asset management for both Ashford Hospitality Trust and Ashford Hospitality Prime. Welter is responsible for asset performance, capital investments, long-term strategic market positioning, risk management, property leases, property taxes, and underwriting for all hotels with advisory agreements with Ashford, Inc.

From August 2005 until December 2010, Welter was employed by Remington Hotels, LP in various capacities, most recently serving as chief financial officer. He is a current member of the Marriott and Hilton owner advisory councils. From July 2000 through July 2005, Welter was an investment banker at Stephens, where he worked on mergers and acquisitions, public and private equity and debt, capital raises, company valuations, fairness opinions, and recapitalizations. Before working at Stephens, Welter was part of Bank of America's global corporate investment banking group. Welter is a speaker and panelist for various

lodging investment and development conferences, including the NYU International Hospitality Industry Investment Conference.

Welter earned his Bachelor of Science in business administration and economics from Oklahoma State University, where he served as student body president and graduated summa cum laude.



**Alexandra Zubko**  
Co-Founder  
*Triptease*

@triptease

Alexandra Zubko is Co-Founder of Triptease, a Software-as-a-Service startup that helps hotels drive direct bookings.

Triptease is focused on driving direct bookings on hotel websites and is currently live on over 8,500 hotels worldwide. Acquisition and conversion of the digital guest is the company's sole focus and shapes the product roadmap. Triptease closed its Series A round of \$7m in February 2016 backed by two venture capital firms, Notion Capital and Episode1.

Alexandra founded Triptease after her experience at IHG where she was VP, Head of Global Strategy. While at IHG she was responsible for leading projects in technology, ecommerce and branding. In 2012, she won the IHIF Young Leader Award for the Hotel Industry.

Alexandra earned her BA at Columbia College and her MBA at Stanford University. Alexandra spent the early part of her career at Goldman Sachs, McKinsey and NBC Universal/ General Electric. Alexandra lives in New York with her husband and three children.



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# 3 Ways to Improve Your Hotel Loyalty Strategy

## Duetto is Changing the Hotel Loyalty Game

As new generations of consumers begin to travel, the old concept of just collecting loyalty points to redeem for free nights is becoming obsolete. Duetto's newest feature, My Rate, allows hotels to give their guests instant gratification — and drive direct bookings — through personalized loyalty pricing.

*Duetto My Rate*



Recognize your  
guests as they  
come to you



Define loyalty  
on your own  
terms



Yield member  
discounts  
dynamically

Thanks for attending **#RSSummit**

Flag down a member of #TeamDuetto to learn more  
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