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**THE** **H**OSPITALITY **LAW**  
**CONFERENCE**

FOCUSING ON LEGAL, SAFETY & SECURITY SOLUTIONS

**FEBRUARY 10th - 12th, 2014**

# **CURRENT TRENDS IN HOTEL DEVELOPMENT**

**Anthony Campanelli, Deloitte Financial Advisory Services LLP**

**Matt Walker, Lowe Enterprises**

**Maria Whiteman, Hyatt Corporation**

# PRESENTERS



## **Anthony Campanelli**

Partner, Deloitte Financial Advisory Services LLP

- Has more than 16 years of experience in consulting on securities litigation, forensic accounting, fraud investigations, anti-corruption investigations, audits of Global SEC registrants with a specialty in hospitality.



## **Matt Walker**

Executive Vice President,  
Lowe Enterprises

- Oversees hotel and resort development for national real estate developer, operator, investment manager



## **Maria Whiteman**

Senior Counsel,  
Hyatt Corporation

- Provides oversight and legal support on various development matters, franchising and management structures for Hyatt Place and Hyatt House hotels.

# OVERVIEW OF TOPICS

- 1. Market Conditions**
- 2. Investment Objectives**
- 3. Brand Opportunities**
- 4. Compliance Activities**

# QUESTIONS FOR DISCUSSION – MARKET CONDITIONS

- In what geographic markets do you see growth today in hotel development today?
- What markets are lagging?

# QUESTIONS FOR DISCUSSION – MARKET CONDITIONS

- What product segments are experiencing growth?
- What product segments are lagging?

# QUESTIONS FOR DISCUSSION – MARKET CONDITIONS

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Hyatt House / Hyatt Place  
Denver, CO  
White Lodging / Hyatt Hotels





# QUESTIONS FOR DISCUSSION – MARKET CONDITIONS

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Centennial Gateway

Santa Clara, CA

Low Enterprises / Montana Property Group



# QUESTIONS FOR DISCUSSION – MARKET CONDITIONS

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- How long do you anticipate the window of investment opportunity for hotel development?



# QUESTIONS FOR DISCUSSION – INVESTMENT OBJECTIVES

- What hurdles and investment objectives are developers and investors seeking?

# QUESTIONS FOR DISCUSSION – INVESTMENT OBJECTIVES

- What are some of the primary challenges developers are currently facing in hotel development?

# QUESTIONS FOR DISCUSSION – INVESTMENT OBJECTIVES

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- Who is investing in hotel development?

# QUESTIONS FOR DISCUSSION – BRAND OPPORTUNITIES

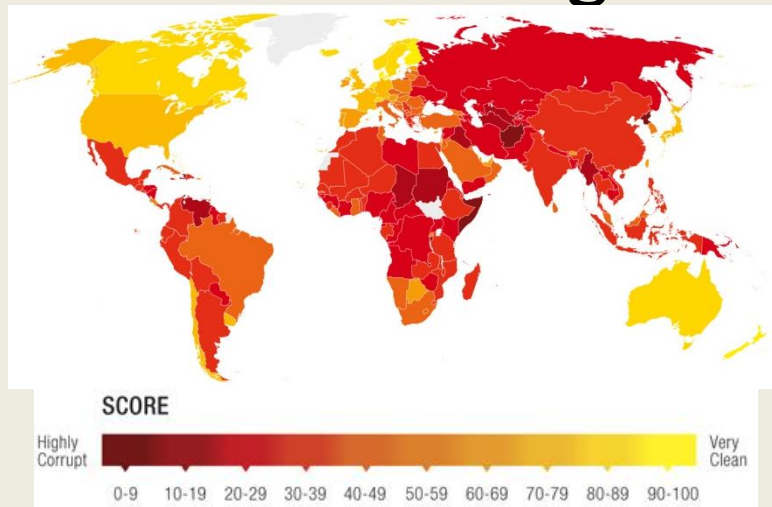
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- What role do you see brands today versus independents?

# QUESTIONS FOR DISCUSSION – COMPLIANCE ACTIVITIES

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- What do you see as the risks in property development in emerging markets?
- What sources may alert you to knowledge of risk?
- What can be done to mitigate the risk?



Source: Transparency International



# QUESTIONS FOR DISCUSSION – COMPLIANCE ACTIVITIES

- Once the property is completed, what are other operational risks that the managers of the property need to be aware of?
- What are some key controls that the managers may consider?