

HOSPITALITYLAWYER.COM PRESENTS:

# THE **HOSPITALITY LAW CONFERENCE**

FOCUSING ON LEGAL, SAFETY & SECURITY SOLUTIONS

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

## **BRANDED VS. UNBRANDED**

San San Lee- Law Offices of San San Lee

Carla Moreland- Wyndham

Tye Turman- Marriott

Alex Cabanas- Benchmark Hospitality

# PRESENTERS



- **San San Lee** specializes in transactional practice and represents clients in real estate, hospitality and general business matters across the United States.



- Tye Turman, **Senior Vice President, Lodging Development, Select Service & Extended Stay Hotels Marriott International**
- Mr. Turman joined Marriott International in 1986 and has 27 years of service with the company in a wide range of hotel, regional, and corporate-based positions.

# PRESENTERS



- Carla Moreland is an attorney providing legal and business consulting services, with a focus on commercial real estate and hospitality matters, representing both hotel owners and managers. Her representation includes Crow Holdings and Aimbridge Hospitality.



- Alex Cabanas, **President, Business Development & Finance** is responsible for the all business development and finance functions, ensuring that Benchmark's commitments to owners of its managed properties remain in full focus, from contract negotiations through the life of the project with the company.

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# CURRENT STATE OF AFFAIRS WITH BRANDED, INDEPENDENT, AND THIRD PARTY MANAGEMENT COMPANIES

- (a) What are the general strategies for the brands in expanding their portfolio of managed hotels? Or, are the brands seeking simply franchising opportunities?
- (b) Given the strategies of the brands, how are third party management companies responding, and what strategies are they employing and implementing?
- (c) Where are independent management companies finding opportunities (both new-builds and conversions)?

# ANALYZING MANAGEMENT COMPANIES FROM OWNER PERSPECTIVE

- (a) What is the threshold question that an Owner must decide on in determining whether to go with a brand or be an independent?
- (b) Is there a general personality/profile of an Owner (or a project) that determines whether a project will be branded or be independent?
- (c) How have social media sites, technology, and changes in behavioral patterns of consumers influenced the decision on whether a project is to be branded or independent?
- (d) Once an Owner determines that its project will be branded, how does an Owner determine whether to go with brand or third party management? Or, given the current state of affairs, is it more or less the path of least resistance that the brand will franchise and the hotel will be managed by a third party management company?
- (e) Other than distinction by specialization, how do independent management companies and third party management companies differentiate themselves from their competitors?
- (f) Would the approach/analysis be different if the project in question is located outside of the US?

# NEGOTIATIONS WITH BRAND, THIRTY PARTY AND INDEPENDENT MANAGEMENT COMPANIES

- (a) What can Owners generally expect in negotiations with a brand?
- (b) What can Owners generally expect in negotiations with a third-party management company?
- (c) What can Owners generally expect in negotiations with an independent management company?