



**International
Hospitality
Investment Forum**

2025 Programme

31 March – 2 April 2025

InterContinental | Pullman | Berlin, Germany

*Programme in development: topics and timings
may change*

IHIF EMEA 2025

Europe's must-attend hospitality investment conference

The International Hospitality Investment Forum EMEA is the premier meeting place for hospitality investment in EMEA.

Building on its impressive 25-year history, IHIF EMEA consistently sets new standards by attracting leading investors, brands, and industry experts, cementing its position as Europe's top hospitality investment conference.

As the hospitality industry faces a rapidly evolving landscape, IHIF EMEA 2025 focuses on equipping attendees with the insights needed to navigate these shifts. We will explore the macro-economic factors shaping the market, empowering investors and leaders to manage risks, seize new opportunities, and stay ahead of change. Through fostering strong partnerships—from owner/brand collaborations to investor/lender alliances—we'll delve into strategies that drive long-term, sustainable growth in hospitality real estate investment.

You'll also gain inspiration from visionary business leaders and learn how to turn bold ideas into actionable strategies, while staying ahead of consumer behaviour trends to fuel innovation and maintain a competitive edge.



2,500+

Delegates



500+

C-Suite Executive,
VPs, and Directors



600+

Global
Investors



27%

Investor
Audience

Hospitality stands on the cusp of a new era of opportunity

With declining interest rates, increasing liquidity and strong fundamentals, hospitality is emerging as a particularly appealing asset class. This unique climate, driven by macroeconomic, societal, and technological shifts, presents a timely opportunity for investors focused on resilient, high-growth assets.

Featuring deep content, curated tracks, and innovative formats, IHIF EMEA 2025 empowers industry leaders to navigate a new business cycle amid complex geopolitical, demographic, and environmental challenges. Networking, knowledge sharing and collaboration are key: the enhanced event experience puts the onus on attendees to set the narrative and map the way forward.

Now is the time to prepare, capitalise on the new deal cycle, and reshape the future of hospitality investment.

Own the moment

Agenda

Monday, 31 March 2025: IDEATE

9:00 - 10:00 Registration

10:00 - 15:00 Coffee, Networking & Exploring the Exhibition

10.00 - 11.00 Under-30 hangout with leadership talk (Bellevue)

An opportunity for rising stars of hospitality to network and hear from a hospitality leader on how to navigate career objectives and personal growth in this ever-evolving industry.

Dimitris Manikis, President EMEA, Wyndham Hotels & Resorts
Hosted by Ife Taiwo, Associate Editor, Hospitality Investor

11.05 - 11.50 Conference speaking clinic (Hugos South)

In this interactive session, IHIF speakers and under-30 delegates gain tips and advice on public speaking with an expert coach: your chance to ask questions on how to prepare for a speaking engagement, how to be on stage, how to lead discussions and share your points effectively.

Damon Embling, Business journalist and Director, Headline Media UK
Hosted by Julie Rey-Gore, Content Director, Questex

12:00 – 14:00 Dans le Noir? Networking Lunch in the Dark Experience – Invitation Only (Pullman Ballroom)

An exclusive lunch like no other with Dans le Noir? Discover a new sensory perspective – all in total darkness. This immersive culinary adventure will ignite your senses, spark conversation, and provide a truly memorable way to kickstart IHIF EMEA.

Dans le Noir? works with hotels around the world to transform meeting rooms into pop-up restaurants at weekends – offering innovative asset management solutions and creative guest experiences. You'll not only enjoy a remarkable meal, but also hear directly from the **Dans le Noir? team** about how this concept helps hotels unlock revenue from unused spaces.

12.30 – 13.30 Investor Council powered by Oracle – by invitation only (Hugos South)

This quarterly gathering is designed exclusively for equity investors, where senior investment professionals can openly discuss critical issues shaping our investment landscape. Operating under Chatham House Rules, our event fosters an environment of open and insightful discussion while upholding the confidentiality of all participants.

13.30 – 14.30 CEO Council – Invitation only (Hugos East)

Hosted by Alexi Khajavi, Group President, Questex
Dr Alexander Boersch, Chief Economist and Director of Research, Deloitte Germany
Charlotte Sweeney OBE, Inclusive Leadership Expert, Author, Member of the Forbes HR Council, Founder of Charlotte Sweeney Associates

13.30 – 14.30 Sustainability Council: Stakeholder alignment (Kopenick I+II)

Real estate values and hotel cash flows face mounting sustainability-related risks. Not least the EU requirement for asset owners to renovate 16% of worst performing buildings to meet minimum energy efficiency standards by 2030. Participants will review ESG considerations in shaping investment decisions in the short term and the barriers to implementing ESG policies at asset level including leases, HMAs and FLAs.

Hosted by Nadia Milligan, Co-Chair Legal Committee, Energy & Environment Alliance

- 14.00 – 15.00 Power hour AI-based networking: The first wave (Bellevue) - FULLY BOOKED**
Our AI-powered matching system connects you with ideal networking partners based on your goals, taking into account your meeting preferences. This smart session facilitates meaningful conversations instantly. Session fully booked
- 15.00 – 17.30 Vision Stage: Unpacking Megatrends** (Potsdam Auditorium)
- 15.00 – 15.10 Welcome from Questex: Setting the stage for opportunity**
A warm welcome from Questex, setting the stage for a journey into the next era in hospitality investment.
Alexi Khajavi, Group President, Questex
Julie Rey-Gore, Sr Content Director, Questex
- 15.10 – 15.15 Welcome from the host: Navigating today's business landscape NEW**
Sharing insights as a business commentator and journalist, today's host shares perspectives on the global dynamics redefining business priorities, setting the context for engaging discussions.
Juliette Foster, Journalist & Conference Host
- 15.15 – 15.35 Economist keynote: The global trends shaping new opportunities**
Examine the macroeconomic trends shaping global markets and their potential impact on the real estate, travel and hospitality industry. From consumer demand to financing and investment strategies, learn how these trends will influence decision-making and where the best opportunities for growth and resilience lie.
Dr Alexander Boersch, Chief Economist and Director of Research, Deloitte Germany
- 15.35 – 15.55 Strategies for a shifting world: Anticipating and managing geopolitical risk NEW**
In an ever-changing geopolitical landscape, managing uncertainty is crucial. An expert shares insights on the repercussions of major events from recent elections to conflicts and societal movements, to inform you on mitigating risks and positioning your business for success in a complex world.
Jon Sopol, British journalist, presenter, author and podcaster
- 15.55 – 16.10 Vision for hospitality: Game-changing government-driven strategies**
With Saudi Arabia's ambitious Vision 2030 driving unprecedented investment in tourism and hospitality, the kingdom's policies are reshaping opportunities across the EMEA region. In this exclusive interview, the Saudi Ministry will share why Saudi investment strategies matter, their impact on regional development, and how investors can tap into the kingdom's bold vision for the future.
- 16.10 – 16.30 Talk of titans: A candid cross-industry perspective on megatrends impacting travel and hospitality**
Join two top global CEOs—key influencers shaping global travel trends—as they compare and contrast their views on megatrends including demographic shifts and evolving consumer preferences. This is no ordinary discussion; it's a candid, future-focused conversation exploring how to build travel and hospitality businesses ready for tomorrow. Expect fresh perspectives, bold insights, and strategies to navigate rapid change and achieve sustainable growth.
Sebastien Bazin, Chairman and CEO, Accor
Julia Simpson, President and CEO, WTTC
- 16.30 – 16.50 Megatrends keynote: Visionary leadership for communications, technology, society in a dynamic era**
A thought-provoking talk delving into the role of leadership amidst the forces shaping today's societies and businesses, from an expert who has advised some of the world's most influential leaders on how to communicate and galvanize change. Covering technology advancements, innovation and leadership skills, gain inspiring insights on leading through change, and building organisations fit for the moment and ready for the future.

Dex Hunter-Torricke, Emerging Technologies Expert; Former Communications Executive at SpaceX & Facebook

16.50 – 17.05 Global CEO leading change: Bold choices, big challenges, real results

Get an unfiltered look at what it takes to lead transformational global growth in key markets such as India, China, the US, Europe, Middle East and Africa. This bold discussion delves into the tough decisions, challenges and strategies behind building a cohesive business across borders, navigating cultural complexities and driving impactful change in a rapidly evolving world.

Federico J. Gonzalez Tejera, Executive Vice-Chairman & CEO, Radisson Hotel Group / Louvre Hotels Group

Interviewed by Joanne Dreyfus, Partner, Deloitte

17.05 – 17.30 Own the moment: Perspectives on diverse leadership and governance NEW

A DEI expert shares insights with an investor and CDO on leading a thriving business in today's dynamic environment. From their personal experiences they discuss the art of fostering a unique and productive company culture, with a particular emphasis on governance and promoting opportunities for a diverse, gender-balanced workforce.

Moderated by Charlotte Sweeney OBE, Inclusive Leadership Expert, Author, Member of the Forbes HR Council, Founder of Charlotte Sweeney Associates

Felicity Black-Roberts, Vice President Development, Hyatt Hotels Corporation

Kristen Kozlowski, Managing Director, PineBridge Benson Elliot

17:30 – 18:30 Explore the Exhibition

17.30 – 17.35 Day 1 closing remarks

17.35 – 18.05 Discussing geopolitics and business with Jon Sopel - *Investors only* (Charlottenburg I)

A Q&A with Jon Sopel following his keynote on the Vision Stage – ask your questions on the geopolitical landscape in a lively, candid conversation (Chatham House rule).

Jon Sopel, British journalist, presenter, author and podcaster

Hosted by Julie Rey-Gore, Content Director, Questex

17.30 – 18.30 First-timer reception (Hugos South)

New to the event? Kick off your experience at the First-Timers Reception, where you'll meet fellow newcomers and start building connections from day one. This relaxed and welcoming gathering is the perfect way to break the ice, meet key industry peers, and set the tone for an engaging conference ahead

18.00 - 18.45 Investor reception (Investor Lounge)

An exclusive gathering designed for those shaping the future of hospitality investment. Connect with fellow investors in a relaxed setting, exchange insights, and build valuable relationships that will drive your next opportunities.

18.35 - 20.05 Welcome reception (Potsdam I+III)

Connect with industry leaders at IHIF EMEA's opening networking event. The Welcome Reception provides the ideal setting to forge connections and discuss the future of hospitality investment, over food, drinks, and great conversation. Join us in Potsdam I/III at 18:30 to kick off IHIF EMEA in style!

Tuesday, 1 April 2025: INVEST

7.00 – 7.45 Yoga (Hugos South)

Start your day with energy and focus. Join us for an early morning yoga session to stretch, recharge, and set the tone for a productive day ahead. Open to all levels.

- 08.00 – 08.45 Exclusive workshop: How Booking.com empowers owners with data-driven decisions – investors only (Kopenick I)**
 Join this interactive roundtable to explore how Booking.com’s extensive data capabilities and reporting can empower you to make smarter investment decisions. This is your opportunity to share insights, shape the platform’s value proposition, and ensure that as an owner or investor, you have a seat at the table.
Hosted by Matthias Schreiner, Senior Manager Global Owner Groups & Hotel Management Companies, Booking.com & Sam Gardner, Key Account Manager Owner Groups, Booking.com
- 08.00 – 08.45 Breakfast roundtable. The rise of ultra luxury: Global trends and the race to the top (Kopenick II)**
 As the ultra-luxury hospitality segment evolves, brands are redefining opulence, exclusivity, and guest expectations. Join Accor and industry leaders for an engaging roundtable discussion on the latest global trends, key challenges, and success stories shaping this high-end market. From pioneering experiences to the strategies driving demand, explore what it takes to stay ahead in the race to the top.
Hosted by Patrick Whyte, Editor-in-Chief, Hospitality Investor Gilda Perez-Alvarado, Chief Executive Officer, Orient Express / Group Chief Strategy Officer, Accor
- 09.00 – 11.30 Vision Stage: Shaping Deals (Potsdam Auditorium)**
- 9.00 – 9.05 Welcome back from IHIF Host**
Jonathan Langston, Conference Host, IHIF EMEA
- 9.05 – 9.20 Evolution of real estate: What makes hospitality so attractive right now? **NEW****
 Identify why hotels are attracting the attention of investors, and what investors need to know to own the opportunity.
Tasos Vezyridis, Head of European Thought Leadership, CBRE
- 9.20 – 9.40 The view from the markets: An investor’s perspective on real estate trends**
Luigi Caruso, Senior Managing Director and COO, Blackstone
Interviewed by Will Duffey, Head of EMEA Hotels Capital Markets, JLL
- 9.40 – 10.00 CEO Insights: Seizing growth opportunities in a new landscape**
 In a candid interview, a CEO shares how they deliver value to their partners and shareholders in today’s dynamic market, with insights into identifying opportunities and innovating to drive growth and resilience.
Elie Maalouf, President & CEO, IHG Hotels & Resorts
Interviewed by Jaina Mistry, Vice President, Hotels & Airlines Equity Research, Jefferies
- 10.00 – 10.30 Data insights: Capitalise on market knowledge**
 Success in hospitality investment requires data to make informed decisions in an ever-evolving market. From top-line forecasts to profitability drivers and transaction flow, this session equips you with the tools needed.
Aoife Roche, Regional Vice President, Sales - EMEA, STR
Carine Bonnejean, Managing Director – Hotels, Christie & Co
David Goodger, Managing Director EMEA, Tourism Economics, An Oxford Economics Company
- 10.30 – 11.00 Colliers Capital talks: Poised for the rebound**
 As market conditions allow for renewed transaction activity, leading investors discuss the readiness to capitalise on new opportunities: strategies for navigating rapid changes, innovative financing solutions, and fostering dynamic partnerships to seize the moment as the investment landscape evolves.

Moderated by Dirk Bakker, Head of EMEA Hotels, Colliers

Cody Bradshaw, Group CEO, L+R Hotels

David Fattal, Owner, Leonardo Hotels

David Ling, Global Head of Hospitality Investment & Asset Management, CDL

Tugdual Millet, CEO, Covivio Hotels

11.00 - 11.20 **Inside a deal that's far from standard: A bold acquisition as the catalyst for brand focus and growth**

What happens when a global hospitality group acquires a brand known for its bold, unconventional spirit? This session explores Hyatt's acquisition of Standard International and how it fits into a broader portfolio strategy. In this conversation with both leaders, discover how this move strengthens both brands, unlocks new growth opportunities, and creates long-term value for investors—all while preserving the distinct identity that makes the brands' propositions unique.

Mark Hoplamazian, President & CEO, Hyatt Hotels Corporation

Amar Lalvani, President & Creative Director, Lifestyle, Hyatt Hotels Corporation

Interviewed by Cameron Sperance, Content / Editorial Director, Questex

11.20 – 11.40 **Driving growth: A global CEO's perspective on market opportunities and the value of partnerships**

Explore how this global hospitality leader identifies high-growth markets, leverages partnerships, and adapts products to capture new customer segments. Gain insights into the strategies behind sustainable expansion, balancing innovation with shareholder returns, and the vital role of partnerships in driving long-term value in a rapidly changing hospitality landscape.

Anthony Capuano, President and CEO, Marriott International

Interviewed by Patrick Whyte, Editor-In-Chief, Hospitality Investor

12.00 – 12.45 **Roundtable: Why Italy? Navigating the hospitality market's rapid growth (Kopenick I)**

Mattia Silvestrin, Investment Desk Executive at FDI Berlin, ITA - Italian Trade Agency

Giorgio Palmucci, Past President of Associazione Italiana Confindustria Alberghi

Sofia Gioia Vedani, Vice President of Associazione Italiana Confindustria Alberghi

Fabio Guerra, Manager Real Estate and Tourism at Invitalia – Italian National Agency for Inward Investment and Economic Development

11.40 – 12.00 **Coffee and Networking**

12.00 – 15.30 **Capital Meets (Booking.com Bar & Networking Pavillion)**

This series of mini receptions is your opportunity to meet the people you want to meet—whether investors, operators, lenders, advisors, or rising hospitality leaders. Hosted in the Booking.com Bar & Networking Pavilion with tea and coffee, these focused sessions bring together senior representatives for meaningful, high-value conversations. Designed to streamline your experience, this initiative saves time while helping you forge the connections that drive success.

12.00 – 12.30 **Capital Meets Operators**

This series of gatherings over tea & coffee is your opportunity to meet the people you want to meet. Are you an investor looking for an operating partner for your next project? Or an operator seeking to connect with capital? This informal session is designed to spark the right conversations and build meaningful partnerships.

Open to all investors, operator spaces limited to the first 20

13.00 – 13.30 **Capital Meets Advisors**

This series of gatherings over tea & coffee is your opportunity to meet the people you want to meet. Whether you're an investor seeking expert guidance or an advisor looking to connect with key capital partners, this focused session is designed to facilitate high-value conversations and

strategic insights.

Open to investors and advisors only. Advisor spaces limited to the first 20

14.00 – 14.30 **Capital Meets Next Gen**

This series of gatherings over tea & coffee is your opportunity to meet the people you want to meet. Connect with the rising stars shaping the future of hospitality investment—whether you're a seasoned leader looking for fresh perspectives or a next-gen professional eager to expand your network, this session fosters meaningful cross-generational connections.

Open to all investors, Under 30's spaces limited to the first 20

15.00 – 15.30 **Capital Meets Lenders**

This series of gatherings over tea & coffee is your opportunity to meet the people you want to meet. Seeking financing for your next venture? Or a lender looking to connect with serious investors and developers? This session brings together key players in hospitality finance to explore opportunities and unlock new deals.

Open to all investors, partner spaces limited to the first 20

13.15 – 14.00 **Lunch & Learn: Navigating the Industry – Career insights from Leaders (Kopenick III)**

An informal and inspiring lunch session tailored to the Under 30s but welcome to all. Hear first-hand from senior leaders of the industry about their career journeys, the pivotal moments that shaped their success, and get their advice on shaping your career, building your network, navigating the industry's challenges and opportunities. Ask questions that matter most to you in an open Q&A format, this session is designed to leave you inspired and equipped with actionable advice.

Bring your curiosity, enjoy some lunch, and pull up a chair—let's talk careers!

Moderated by Andrew Walmsley, Sales Director – Operational Real Estate, Questex

Carine Bonnejean, Managing Director – Hotels, Christie & Co

Louise Wallace, Partner, CMS

Jonathan Mills, Chief Operating Officer, HR Group

Jose Ventura, Head of Asset Management, Oracle

12.00 – 16.00 **IHIF Stages**

Redefining the conference experience to make it more impactful, IHIF EMEA 2025's stages bring more curated content and more interactive sessions, kicking off with a Quick Connect icebreaker to spark connections from the start and a hub to network with speakers. Expect dynamic format that prioritise shared learning, offering you a chance to build deeper connections and gain real-time insights.

12.00 – 16.00 **Alternative Concepts Stage (Tiergarten I+II+III)**

From flexible living to leisure experiences

Hosted by Cameron Sperance, Content / Editorial Director, Questex

12.00 – 12.05 **Alternative concepts quick connect NEW**

Kicking off the Alternative concepts programme with a quick networking icebreaker.

12.05 – 12.15 **Transactions beyond hotels: Capitalising on alternative living**

Explore the data behind the booming alternative living sectors including serviced apartments, student accommodation, senior living, branded residential, mixed-use, and other flex living concepts. A snapshot talk to gain insights into what's driving investor interest and understand the opportunities shaping the future of these emerging segments.

Jon Critchley, Director, HVS

- 12.15 – 12.30 **The turning point: Inside the alternative living boom in an interview with an investor NEW**
 In this one-on-one interview, gain first-hand insights on the rise of alternative living and discover why investor interest is soaring, what's the potential of long-term returns, and spotlight challenges and opportunities in this dynamic space.
Lauren Okada Young, Managing Director Investments Real Estate, Brookfield Asset Management
Interviewed by Damon Pere, Head of UK & Northern Europe Hotels, Value & Risk Advisory, JLL
- 12.30 – 13.00 **Serviced apartments spotlight: What investors need to know**
 As the serviced apartments market transitions from a niche segment to a real estate powerhouse, investors are taking notice. Industry leaders share insights on what's driving the growth of this asset class, examining the factors that could bring it fully into the mainstream of hospitality investment, and the challenges that investors should be prepared to navigate to succeed.
Moderated by Dave Murray, Senior Director, CBRE
Daniel Johansson, Director of Development and Acquisition, Cheval Collection
Hakan Kodal, Chairman, Ando Living
Dino Karic, CEO & Co-Founder, Flok
Xavier O'Quin, CEO & Co-Founder, Edgar Suites
- 13.00 – 14.30 **Lunch and networking (Potsdam I+III)**
- 13.45 – 14.25 **Hybrid hospitality: Redefining spaces, creating opportunities**
 Discover strategies and insights from the frontline of this transformative trend as experts explore how hybrid living models are reshaping hospitality, creating profitable new opportunities by reimagining space. This panel examines the concepts delivering the highest returns, the risks and challenges involved, and why hybrid living is poised for growth.
Moderated by Jonathan Hubbard, Head of Hospitality EMEA, Cushman & Wakefield
Thomas Lamson, VP Development & PTS EMEA, The Ascott
Sabine Schaffer, Co-Founder and CEO Europe, Pro-Invest
Navneet Bali, Founder & CEO, LyvInn Hotels
Rohan Thakkar, Chief Development Officer, Yotel
Luca Bovone, CEO, Habyt
- 14.25 – 14.40 **Beyond speed: Why this automotive luxury brand is exploring hospitality NEW**
 In this exclusive interview, be inspired by one of the most iconic British luxury brand's journey into branded residences. Hear a fresh perspective on expected investment returns and strategies. Discover why they see the hospitality market as an extension of the brand's experiential focus and how it aligns with their long-term vision.
Stefano Saporetti, Head of Brand Diversification, Aston Martin
Interviewed by Helena Amaral Neto, Partner, Luxulting
- 14.40 – 14.55 **Blending spaces: A case study on mixed-use innovation NEW**
 Dive into a standout mixed-use project that blends creativity, innovation, and strategic investment. This practical case study highlights the keys to its success, offering insights on how thoughtful design and smart planning can drive value and create dynamic spaces that attract investors and guests alike.
Davina Cisier, SVP Development - Europe, Ennismore
- 14.55 – 15.30 **Branded residential market: Building value through integrated living**
 As hospitality giants and consumer brands increasingly enter the residential market, investors and developers are exploring the unique opportunities this growth brings. Discover how to navigate and capitalise on the branded residential boom, as experts discuss investment strategies, branding models, and key marketing and operational requirements for success.

Moderated by Ife Taiwo, Associate Editor, Hospitality Investor

Nicholas Mellis, Vice President, Highgate

Mitra Ghamsari, CEO & Managing Partner, Persepolis Investments

Julien Laloye, Residential Development Director, Marriott International

15.30– 16.05 Open floor discussion - Rethinking resorts: new concepts and emerging trends for all seasons **NEW**

Engage in a lively open floor discussion on the evolution of resort concepts and seasonal trends. Explore fresh approaches to different resort models, discuss the latest trends transforming the segment, and debate what defines a successful resort in today's market. Join industry peers to shape the conversation and share insights on the future of resort hospitality.

Moderated by James Chappell, Global Business Director, Horwath HTL

Miguel Casas, Managing Director, Stoneweg Hospitality

David Vely, Vice President Development – Middle East, Africa and India, Club Med

Stephane Baghdassarian, Senior Vice President Development - Hotels & Restaurants, Barrière Group

12.00 – 16.00 Asset Management Stage (Bellevue)

Enhancing longevity and profitability

Hosted by Jonathan Langston, Conference Host, IHIF EMEA

12.00 – 13.00 Asset management excellence: HAMA Europe award-winning case studies

The Hospitality Asset Management Association (HAMA) Europe presents a selection of outstanding projects that showcase detailed real-world examples of asset management excellence, repositioning assets for enhanced value and achieving lasting impact in today's market.

Harriet Durbin, Managing Director, HAMA Europe

Sophie Richard, Asset Manager, M&L Hospitality

Constantin Hoss, Head of Asset Management Hotels, Art-Invest Real Estate

Ramon Tomas Ranz, Portfolio Director, Pygmalion Capital

13.00 – 14.30 Lunch and networking (Potsdam I+III)

13.45 – 13.50 Asset management quick connect **NEW**

Kicking off the Asset Management event with a quick networking icebreaker.

13.50 – 14.10 Two views on asset management: In-house or outsourced – defining strategic impact **NEW**

In this dynamic two-headed discussion, in-house and third-party asset managers share their perspectives on the strategic role of the asset manager. Together, they compare approaches and offer insights on how to maximise performance. Discover best practices from both sides and gain valuable takeaways on finding the right equation for an asset manager and choosing the right approach for driving alpha.

Paul Harnedy, Executive Vice President, Cedar Capital Partners

Ben Godon, Head of Hospitality Asset Management, Colliers

14.10 – 14.40 Operating agreements: Finding the right fit for performance and flexibility

Explore the ever-evolving partnership models between owners, operators and brands, from HMA to leases, franchises and hybrid management concepts. Key stakeholders delve into key trends, including the shift from traditional management agreements to third-party operators, the growing flexibility in lease models, and innovative approaches that balance control with performance.

Moderated by Karen Friebe, Head of Hotels, Hospitality and Leisure, Bird & Bird

Capucine Pedrazzini, Director, Alternative Investments, Europe, Invesco

Niall Kelly, Head of Business Development EMEA, Aimbridge

Katie Goetz, Deputy Head of Operator Selection, Europe, CBRE

- 14.40 – 15.30 **Tech in action: 10 min to boost asset performance NEW**
 Join tech leaders as they showcase cutting-edge tools and transformative case studies designed to revolutionise asset management. Gain quickfire insights on the must-know innovations driving success - from streamlining operations to unlocking performance potential.
- Energy Management:**
Anne-Marie Auriault, Director, Roundshield Partners
Vincent Purino, EU Business Development Manager, Verdant Energy Management Solutions
- Data Management for Hospitality Assets:**
Sabina Wyss di Corrado, Principal, Hospitality, Terra Firma
Rolf Arndt, Managing Director, Fairmas Services
- Guest Experience:**
Steven Smit, Director Investment & Asset Management, Vertiq Capital
Richard Valtr, Founder, Mews
- Revenue Management:**
David Thomson, Senior Vice President of Business Development, The First Group
Dan Hiza, Vice President of Business Development - Hospitality Ancillaries, Plusgrade
- 15.30 – 16.10 **Make it sustainable: Spotlight on ESG best practice NEW**
 In this series of bitesize case studies, hear innovative approaches to ESG excellence: learn practical insights and inspiration from the operators and developers implementing best sustainable practice and discover how leading projects are setting new benchmarks for sustainability in hospitality.
- Moderated by Maribel Esparcia Pérez, Chief Operations Officer, Honest Operations**
Ariadna Planella, Portfolio Associate, Hotel Asset management, Pygmalion Capital Advisers
Mario Maxeiner, Managing Director Northern Europe, IHG Hotels & Resorts
- 12.00 – 16.00 **Development Stage (Charlottenburg II+III)**
 Capturing trends to shape tomorrow
Hosted by Gina Richmond, Global Lead, Oracle
- 12.00 – 12.05 **Development quick connect NEW**
 Kicking off the Development programme with a quick networking icebreaker.
- 12.05 – 12.15 **Mastering the art of hotel development: Aligning positioning, demand, and profitability NEW**
 In an ever-evolving market, the key to unlocking a hotel's potential lies in aligning its positioning with demand and optimising the facility mix to maximise profitability. This data-rich presentation uncovers which profit centres are outperforming and why, and which markets are over- or under-indexing: actionable insights to help developers, investors, and operators make informed decisions that ensure their projects are primed for long-term success.
Michael Grove, CEO, Hotstats
- 12.15 - 12.30 **From trends to action: Inside visionary developments NEW**
 In an informal and candid conversation, hear from a leading hotel brand and its partner in development and management as they discuss the exceptional projects they bring to life. From planning and expanding iconic properties to redefining the guest experience for sustainable growth, discover how their collaboration is shaping standout destinations and setting new industry benchmarks.
Philippe Bijaoui, Chief Development Officer Europe & North Africa Premium, Midscale, Economy, Accor
Matthew Mc Grath, Director of Development, Atypio
Interviewed by Gina Richmond, Global Lead, Oracle

- 12.30 – 13.00 **Collaborative development: Public – private synergy for hospitality growth NEW**
 Explore how partnerships between destinations, local authorities and hospitality developers can unlock the potential for exceptional projects that drive regional growth and community impact. This panel will showcase real-world examples and expert insights, revealing how collaboration fosters innovation, overcomes challenges, and creates sustainable value for all.
Moderated by Ronit Copeland, Founder, R.S. Hospitality
Joanna Kurowska, Managing Director UK & Ireland, IHG Hotels & Resorts
Marinos Giannopoulos, CEO, Enterprise Greece
Nick Smart, Vice President, Development, UK, Ireland & Nordics, Hilton
- 13.00 – 14.30 **Lunch and networking (Potsdam I+III)**
- 13.45 – 14.20 **From blueprint to bed: Adaptive reuse and the surge in hotel conversions**
 Conversion experts look into the strategies and success stories driving the dynamic sector of transforming different asset classes into hotels, from navigating design and construction challenges to uncovering the markets and returns. Gain insights on what makes conversions work or not, while identifying the opportunities and the right models in the adaptive reuse space.
Moderated by Maxime Rozier, Director at Eastdil Secured
Maria Zarraluqui, Global Development VP, Melia Hotels International
Valeriano Antonioli, CEO, Lungarno Collection
Oliver Winter, CEO, A&O Hostels
- 14.20 – 15.20 **Development at its best: 10-minute case studies NEW**
 Be inspired by this fast-paced session highlighting standout hospitality developments. Through case studies, experts share the strategies and innovations behind their success, and the lessons learned along the way. Engage directly with presenters during the Q&A to uncover practical insights for your next project.
Jeroen Van Gils, Development Director Europe, BWH Hotels
Ingo Schweder, CEO, Goco Hospitality
Heikki Riitahuhta, Co-Founder, Studio Puisto Architects
Kathryn Wallin, Senior Director UK & Ireland, Marriott International & David Orr, CEO, Resident Hotels
- 15.20 – 15.50 **The Luxury equation: Aligning concepts with evolving guest expectations**
 What does 'luxury' truly mean for guests and investors, and what makes a property stand out? Exploring the costs, profitability, and potential risks of developments from upper-upscale to ultra-luxury, identifying the sweet spot for entering this market, and finding that delicate balance between exclusivity and profitability in the high-end market.
Moderated by Sophie Perret, Managing Director, HVS
Gonzalo Aguilar, CEO for Europe and Americas, Minor Hotels
Lorenzo Felici, Managing Director - Head of Artelia Global Hospitality, Artelia Group
Omer Isvan, President, Servotel
- 12.00 – 16.00 Investment and Finance Stage** (Charlottenburg I)
 Turning opportunities into deals
Hosted by Damon Embling, Business journalist and Director, Headline Media UK
- 12.00 – 12.05 **Investment & finance quick connect NEW**
 Kicking off the Investment & Finance programme with a quick networking icebreaker.
- 12.05 – 12.20 **Owner insights: How international investment strategies are impacting European markets**

Hear an owner's take on the key trends driving global investment activity, analysing nuanced patterns shaping regional dynamics, and gain insights on how to navigate an ever-changing economic environment.

Marc Blonnigen, Director – Hospitality, Qatar Investment Authority

Interviewed by Paul Kapiris, Director, Eastdil Secured

12.20 – 12.30 **The view from the US: An investor's perspective on transatlantic investing** **NEW**

Powered by NYU IHIIC

Hear from a leading hospitality investor share insights into the dynamics of transatlantic investment: motivations, challenges and opportunities in European markets, strategic decision-making, risk assessment, and the evolving transatlantic relationship in a global investment landscape.

Mai Kawashima, Vice President, Trinity Investments

Interviewed by Leonardo Stassi, Head of Hospitality, Coldwell Banker Commercial

12.30 – 13.00 **Inbound investment: Why Asian capital is flowing into EMEA markets**

Powered by IHIF Asia

With reduced local investment opportunities, and a need for diversification, Asian investors are increasingly eyeing EMEA markets. Exploring how Asian investors are navigating EMEA's diverse landscape, balancing portfolio composition, and leveraging cross-border synergies.

Moderated by Ed Fitch, Head of Hospitality UK & I, Cushman & Wakefield

Limin Lou, Director of Investment and Asset Management, The Ascott

Lily Wecker, Development Director, EMEA & North America, Mandarin Oriental Hotel Group

Edwin Liu, Chief Investment Officer, Managing Director UK & Europe, Heeton Holdings

13.00 – 14.30 **Lunch and networking (Potsdam I+III)**

13.45 – 14.15 **New direction: Where is the lending market headed next?**

As debt funds keep growing and banks adjust to new market conditions, experts discuss emerging trends, from the rising influence of private credit to evolving capital structures, strategic shifts in debt allocation and opportunities in green finance.

Moderated by Andreas Locher, Head of Department Investment Management Hospitality, Union Investment Real Estate

Veronica Eckhoff, Vice President, Aareal Bank AG

Gwen Martignon, Vice President - Underwriting, Amante Capital

Stephanie Muller, Director, Debt & Structured Finance – Operating Real Estate, CBRE

14.15 – 14.30 **POV: Do hotel owners need their own operating platform for long-term success?**

As hotel ownership across Europe evolves, the question arises: should owners develop their own operating platforms or rely on third-party operators? This session explores the benefits and challenges major owner Covivio experienced when launching its hotel operating platform, examining financial performance and brand differentiation.

Sebastien De Courtivron, Deputy CEO Hotels, Covivio

Interviewed by Maria Calvo, Asset Management Director, Savills Hotels Spain

14.30 - 15.00 **Reimagining the lease to boost investment appeal: Adapting to a new era with more flexibility**

As the hospitality market in EMEA evolves, stakeholders are exploring more flexible lease structures to meet evolving stakeholder demands and increase appeal for various investment strategies. This session examines the growing trend toward adaptive leasing models and hybrid structures to help align synergies between landlords and operators and unlock opportunities.

Moderated by Arlette Mensing, Director Hotels Transactions, Colliers

David Kellett, Managing Director, Invesco Real Estate

Ronen Nissenbaum, CEO UK/Ireland, Benelux, Spain, Portugal and US development, Fattal Group

Martin Creydt, SVP & Director, Pandox

Paul Atema, Director – Real Estate, APG

15.00 – 16.00 **Sealing the deal: Lessons learnt from recent transactions to prepare for a new wave of deals **NEW****

In a series of conversations between stakeholders, hear concrete examples from recent EMEA transactions, providing a real-world look at how top investors and advisors navigate complex challenges to close deals effectively. Learn from industry experts as they share first-hand experiences and practical insights into making deals happen, even in the face of market uncertainties.

Barry Noonan, Legal Director, DLA Piper

Kash Gohil, Founding Partner, Amante Capital

Jonathan Lee Jones, Senior Vice President Investments Europe, LHC Group

Larry Kwon, Managing Director, Moelis & Company

Craig Smith, CEO, Aimbridge Hospitality

Ana Ivanovic, Executive Vice President, EMEA Capital Markets, JLL

John Brennan, Chairman, Klarent Hospitality

16.00 – 16.20 **Coffee and Networking**

16.30 - 17.15 **Workshop: Franchise Value in Hospitality - All You Wanted to Know (But Were Afraid to Ask) (Tiergarten)**

This workshop provides practical insights into how franchise models work, their benefits, and how they can drive growth and profitability. Gain clarity from a leader in the field on the key terms, strategies, and opportunities to ensure you're making the most of franchising in today's market. Bring your questions—no query is too small or too bold!

Hosted by Babette Marzheuser-Wood, Partner and Global Head of Franchise Group, Dentons

16:20 – 17:45 Vision Stage: Powering Innovation (Potsdam Auditorium)

16.20 – 16.35 **Ahead of the curve: Leverage travel trends to transform hospitality **NEW****

As travel trends evolve, so do the opportunities to shape hospitality offerings that resonate with modern travellers. Discover how shifting traveller preferences can be leveraged to drive growth, stay ahead in a competitive landscape and create compelling guest experiences.

Flavio Leoni, Regional Director – Global Accounts, Booking.com

16.35 – 16.50 **Future-Proofing Hospitality: Growth, Returns, and Market Momentum**

Explore the future of hospitality in this insightful discussion on growth strategies, investment trends, and market opportunities across EMEA. Gain actionable insights on industry-shaping global trends and the transformative impact of technologies like AI, helping you stay ahead in an evolving landscape.

Simon Vincent CBE, EVP and President EMEA, Hilton

Interviewed by Zeinab Badawi, TV and radio journalist

16.50 – 17.30 **Leadership ignited: Hospitality innovation to capture tomorrow's opportunities**

Join a powerhouse panel of CEOs from leading travel, leisure, and hospitality groups as they discuss how bold innovation can ignite change, open doors to new market opportunities, and shape the future of travel and hospitality.

Moderated by Louise Wallace, Partner, CMS

Dillip Rajakarier, CEO, Minor Hotels

Kike Sarasola, President and Founder, Room Mate Hotels

Bernd Mäser, CEO TUI Hotels & Resorts

Chris Norton, CEO, EQX Hotels

- 17.30 – 17.45 **The floor is yours: Investment insights from a travel tech dealmaker NEW**
Join a leading investment banker for an interactive session exploring decision-making in fundraising, including identifying growth opportunities, embracing entrepreneurship, handling market uncertainty and more. With over 50 transactions in travel tech, our speaker will share insights and invite audience questions to uncover lessons for hospitality investors. This is your chance to ask this leader the burning questions to propel your business to growth.
Morgann Lesne, Partner, Cambon Partners
Interviewed by Ben Walker, Technology Correspondent, Hospitality Investor
- 17.45 – 17.50 Closing remarks
- 17.15 – 18.15 **Power Hour AI-based Networking: The second surge (Bellevue)**
- 18.30 – 20.30 **Evening Reception | Co-hosted by HR Group (Pullman Blend Bar / Ballroom)**
Wrap up Tuesday in style at our second-night evening reception held in the Pullman Ballroom! Unwind and enjoy drinks, light bites and great company as you connect with industry peers, spark new conversations, and strengthen existing relationships as you blend business with pleasure, all while experiencing the exceptional hospitality of HR Group.

Wednesday, 2 – April 2025: PERFORM

- 7.15 – 8.00 **5K Run**
Get your heart racing and energise your morning with our 5K run! A great way to kick-start your day, connect with fellow delegates, and enjoy some fresh air before the conference sessions begin. All fitness levels welcome!
- 08.30 – 09.15 **Breakfast roundtables**
Join like-minded IHIF EMEA participants for an informal and enlightening discussion over breakfast. This is where learning meets networking: the roundtable offers a gathering place where people meet, network and share experiences on a series of topics.
- 08.30 – 09.15 **Nordic focus: Unpacking the trends, trials and triumphs of Northern European hospitality (Kopenick I)**
Hosted by Edvard Øverlier, Associate Partner, Nordic Hotel Consulting
Gabriela Basovska, Director Development Northern Europe, Hyatt Hotels Corporation
Stefan Giesemann, Managing Director, EMEA Hotels & Hospitality Capital Markets – Central, Northern & Eastern Europe, JLL
Thomas Laakso, Partner, CapMan
Erik Möller, Director, Head of Hotels, Slättö
- 08.30 – 09.15 **Inside Spain: Seizing opportunities in Iberia's hot hospitality markets (Kopenick II)**
Hosted by Ivar Yuste, Partner, PHG Hotels & Resorts
Enrique Benjumea, Partner, Blasson
Partha Sarathy, Head of Asset Management Real Estate, Pictet
Javier Camara, Hospitality Director, Grupo Lar
Jonathan Gómez Punzón, CEO, Malaga Tourism & City Promotion Authority

09.30 – 11.15 **In the Round: Converse + Connect** NEW

Converse + Connect is an immersive format that encourages candid exchanges and practical insights "in the round." No stages, no formal panels: just meaningful conversations led by industry experts who foster an open environment where participants can share experiences and collaboratively tackle challenges. This is an ideal space to gain fresh perspectives, explore new growth areas, and connect actively with peers.

9.30 – 11.15 **Asset Management Converse + Connect**

9.30 – 10.15 **Driving profit through strategic procurement** (Bellevue)

Moderated by Alexi Khajavi, President, Questex

Melissa McCormack, Senior Director, Global Opportunities Europe, Avendra
Theodor Kubak, Managing Partner, Arbireo Capital

10.30 – 11.15 **Experience that counts: Driving value and loyalty in hospitality** (Bellevue)

Moderated by Philip Bacon, Senior Director, Horwath HTL

Keith Evans, Founder and CEO, LHC Group
Elias Pikkujämsä, Partner, Evergreen Capital
Christopher Hartley, CEO, Global Hotel Alliance
Ronald Egelman, Head of Strategic Development EMEA, Wyndham Hotels & Resorts

9.30 – 11.15 **Development Converse + Connect**

9.30 – 10.15 **Pitch Perfect: New hospitality development project showcase** NEW (Charlottenburg II+III)

Witness the future of hospitality development in this dynamic showcase where companies pitch their groundbreaking projects to a panel of industry judges in a Dragon's Den-style session. Discover bold ideas, innovative concepts, and emerging trends shaping the sector. The winning project earns a feature in Hospitality Investor, providing unparalleled industry visibility.

Hosted by Olga Andreevskikh, Senior Conference Producer, Questex

Speakers:

Herbert Pinzolits, Owner & CEO, Mamma Group
Jose Matheu, Development Director, Bahia Principe Hotels & Resorts
Tobias Arfelt, Director of Development Nordics, UK regional and Ireland, Minot Hotels

Judges:

Patrick Whyte, Editor-In-Chief, Hospitality Investor
Roger Allen, Group CEO, RLA Group
Anna Cohen, Manager, Extendam

10.30 – 11.15 **The power of place: Enhancing value and experience through social impact strategies** (Charlottenburg II+III)

Moderated by Maribel Esparcia Pérez, Chief Operations Officer, Honest Operations

Inge Huijbrechts, Chief Sustainability Officer, Radisson Hotel Group
Timothy Wright, Head of Investor Relations, Aroundtown
Pavlos Gennimatas, Managing Director – European Living, Hines Europe

9.30 – 11.15 **Destination Converse + Connect**

9.30 – 10.15 **The Greek edge: Navigating investment trends in hospitality's hotspot** (Charlottenburg I)

Hosted by Hilda Alisandrato, Director Investment Promotion, Enterprise Greece

Alexandros Vassilikos, President, Hellenic Chamber of Hotels

Alex Robinson, Director, STR

Nikita Kapustkin, Director Development South Europe, Hyatt Hotels Corporation

Li Zhang, Senior Vice President, Brookfield

Sachin Gupta, Managing Director, AGC Equity Partners

10.30 – 11.15 **Portugal: Exploring the destination's hospitality investment potential (Charlottenburg I)**

Hosted by Elisabete Felix, Director Business Development, Turismo de Portugal

Rui Boavista Marques, Economic and Commercial Counsellor, AICEP

Tomas Gonçalves, Development Manager, Pestana Hotel Group

Diego Alvarez, Director Development Iberia, IHG Hotels & Resorts

11.00 – 11.30 **Mindbreak - how to reset your busy mind (Tiergarten I,II,III)**

Take a moment to recharge during the conference. Join us for a 30-minute Mindbreak session featuring breathing exercises, meditation, and journaling to help you clear your mind, center your thoughts, and stay focused. A perfect reset for the busy conference schedule.

11.20 – 13.05 Vision Stage: Driving alpha (Potsdam Auditorium)

11.20 – 11.30 **Taking inspiration from Gen Z: Young Leader Award**

In partnership with ISHC

Presented by Andrea Belfanti, CEO, ISHC

11.30 – 11.50 **Value unlocked: Bold Investments driving success NEW**

How does an agile and bold investor scale at speed? In this exclusive conversation, we explore the entrepreneurial mindset fuelling rapid expansion and the strategy behind scaling multiple brands—from luxury hotels to wine hospitality concepts and equity funds.

Benjamin Habel, Founder & CEO, Limestone Capital

Interviewed by Tom Waycott, Principal, RCP Finance

11.50 – 12.20 **Innovation and scale: Balancing global consistency with regional adaptability**

How can international hospitality companies deliver consistent, high-quality experiences while adapting to diverse regional markets? How to ensure innovative concepts are successful in different markets? This session explores strategies for balancing brand integrity and experience with cultural nuances, leveraging scale to foster innovation, and meeting the evolving needs of guests. Learn how to innovate without compromising consistency or efficiency.

Moderated by Valentina Shegoyan, Founding Partner, OPREIM

Dimitris Manikis, President EMEA, Wyndham Hotels & Resorts

David Beers, CEO, Choice Hotels EMEA

Satya Anand, President EMEA, Marriott International

12.20 – 13.05 **Hospitality performance question time: Owners and operators, and asset managers in the hot seat NEW**

Join a dynamic, audience-led session that brings together asset managers, owners, operators, and brand representatives to tackle the most pressing questions in hospitality performance: this session invites the audience to drive the conversation—asking hard-hitting questions about aligning goals, optimising partnerships, and navigating today's complex market challenges. Don't miss this chance to engage directly with industry leaders and uncover practical solutions that enhance alignment, performance, and value creation in hospitality.

Moderated by Jon Colley, Chief Strategic Growth Officer, Valor UK & Europe

Ruslan Husry, CEO, HR Group

Camil Yazbeck, Global Chief Development Officer - Premium, Midscale and Economy, Accor

Elie Younes, Executive Vice President & Global Chief Development Officer, Radisson Hotel Group

13.05 – 13.10 **Closing remarks**

13.10 – 14.10 **Closing lunch (Exhibition)**

Wrap up your IHIF experience with a relaxed and engaging lunch in the exhibition. This is your final chance to connect with industry peers, reflect on key takeaways, and solidify new relationships before heading home. Don't miss this opportunity to network over great food and conversation.

For more information about the IHIF EMEA please contact:

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