



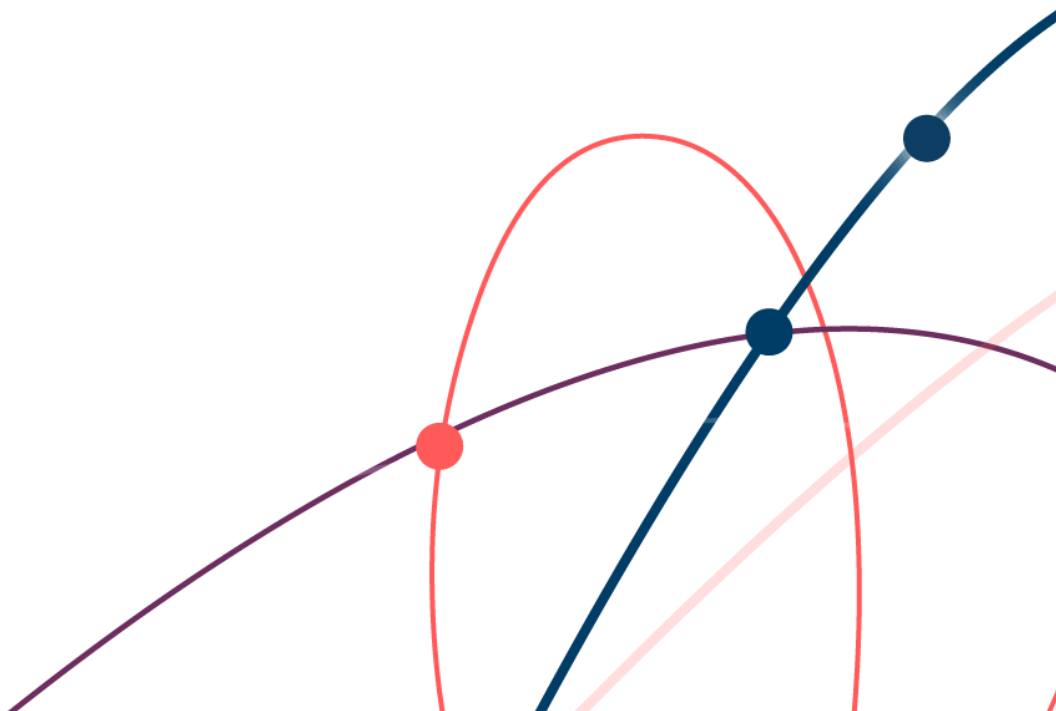
**Annual  
Hospitality  
Conference**

# 2026 Programme

**14 – 15 September 2026**

**Manchester Central Convention Complex, UK**

*Agenda in development: topics and timings may change*



2026 THEME

# All In: Mastering Risk for Reward

In today's UK market, success is no longer about avoiding risk. It's about acting on it with clarity and confidence.

As policy shifts, rising costs and evolving investment dynamics reshape the hospitality landscape across hotels, experiential hospitality, serviced living and more, the ability **to read the market, assess the odds and play with confidence** is becoming a defining advantage.

AHC 2026 will bring together the industry's leading voices to explore how to **make smarter decisions, structure deals with precision, and drive performance**, unlocking opportunities across development, regeneration and asset management in a rapidly changing UK market.

# Agenda

## Day 1 – Monday 14<sup>th</sup> September

### 9.00 Bright Start: Registration & Networking (Exhibition)

#### 9.15 – 10.15 Power hour networking (Charter 3)

Kick-start the event by joining this structured networking session where our AI-powered matching system connects you with ideal networking partners based on your goals and meeting preferences, helping facilitate meaningful conversations from the outset.

Attendees will need to sign up separately for this session, with places allocated on a first come, first served basis, so please stay tuned for sign-up details.

#### 9.15 – 10.00 Sustainability Council (Exchange 1)

From energy strategy to evolving regulation, cost management and development, this session explores sustainability as a financial lever: reducing risk, improving performance and protecting long-term value.

#### 9.15 - 10.15 Meeting of minds (Charter 2)

An interactive, discussion-based networking format new to the AHC. Choose a topic you care about and join peers for focused conversation: sharing ideas, swapping experiences and building meaningful connections. There is no formal host at each table, so everyone plays a role in shaping a great discussion.

### SPOTLIGHT STAGE (Exhibition)

#### 9.50 – 10.00 From data to decisions: How AI is transforming hospitality commercial strategies

Edward Lines, Regional Vice President UK, Ireland and Nordics, **Amadeus Hospitality**

### VISION STAGE (Auditorium)

#### 10.30 – 10.40 Welcome to AHC 2026

Alexi Khajavi, Group President, **Questex**  
Olga Andreevskikh, Sr Conference Producer, **Questex**

#### 10.40 – 10.55 Economy, policy and global flows: Where are we right now?

A comprehensive overview of the global economy and geopolitics shaping the UK market. This presentation will explore cross-border investment flows, business rates reform, labour cost pressures and staffing strategies, global supply chains, tariffs, and demographic shifts. Hear how these macro forces impact business confidence, strategic decision-making, and development viability across sectors including hospitality. A live Q&A will give attendees the chance to probe the trends most relevant to their business.

Jack Meaning, UK Chief Economist, **Barclays**

#### 10.55 – 11.10 The confidence question: How consumer sentiment is shaping hospitality demand

Economic forecasts, inflation data and market indicators provide one view of the UK outlook but how do they impact consumer behaviour? Explore how travellers and consumers are actually feeling about spending, confidence and financial pressure, and how that sentiment translates into travel decisions, booking patterns and hospitality demand across the UK.

James Bland, Director of Travel, Hospitality and Leisure Research, **Ipsos**

#### **11.10 – 11.35 Market reality check: Audience Q&A on risk, confidence and demand**

Hosted by Jonathan Langston, Host, **AHC**

Jack Meaning, UK Chief Economist, **Barclays**

James Bland, Commercial Director – Travel, Hospitality & Leisure, **Ipsos**

#### **11.35 – 11.50 Handling risk in an uncertain world: From macro signals to operating reality, from insights to action**

Sticky inflation, policy headwinds, inflationary trends and sustained high cost of capital are reshaping the investment and operating environment for hospitality and real assets. A risk expert shares insights reframing risk as a "strategic enabler" rather defensive play, allowing for resilient growth amidst market volatility.

Laura Brinkmann, Managing Director & Founder, **Effizia Strategic Partners**

In conversation with:

Cody Bradshaw, Group CEO Hotels, **London + Regional**

#### **11.50 - 12.05 Follow the money: How travellers are changing the way they book, spend and stay**

Where is travel demand really moving and what does booking behaviour reveal about today's traveller? Drawing on live platform and booking data, this session explores how consumers are changing trip length, destination choice, booking windows, budgets and travel priorities and what those shifts mean for hospitality performance, development and investment strategy.

**TBC, Booking.com**

#### **12.05 – 12.20 Data insights: Tracking growth and value in the UK hospitality**

A data-driven deep dive into UK hotel profitability, exploring how revenues, costs and operational pressures are shaping performance across the market. Drawing on the latest insights, this presentation will highlight key trends, benchmark performance, and uncover where margins are being made and lost in today's challenging environment.

Aoife Roche, Regional Vice President, Sales - EMEA, **STR**

#### **12.20 – 13.00 Leaders' view: Creating returns in a complex market**

In today's world, leadership decisions have never carried greater weight. This panel brings together senior industry leaders to share how they are navigating global and UK-specific challenges - from rising costs and policy shifts to evolving technology and market dynamics. From AI and operations to asset management, development and public-private collaboration, this discussion will reveal how top executives are assessing risk, making strategic choices, and turning complexity into long-term returns.

Hosted by David Kellett, Head of Hotel Capital Markets EMEA, **Savills**

David Anderson, President, **Aimbridge EMEA**

Dimitris Manikis, President EMEA, **Wyndham Hotels & Resorts**

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

Karin Sheppard, SVP Managing Director Europe, **IHG**

#### **13.00 – 14.00 All You Need is Lunch (Exhibition + Outside Triangle)**

### **SPOTLIGHT STAGE** (Exhibition)

### **13.20 – 13.30 Show me the ROI: Real hotels, real numbers, real AI**

AI has been on every hospitality agenda for years, but where is it actually delivering measurable results? Moving beyond the hype, hear real-world case studies from hotels of different sizes, brands and operating models, revealing the numbers behind AI that improves efficiency, captures additional revenue, enhances guest satisfaction, and supports hotel teams in some of the industry's hardest-to-staff roles. Proof, not promises, and a practical blueprint for the future of hotel operations.

Asif Alidina, Founder & CEO, **Inntelo AI**

### **13.30 – 13.40 Proportionate fire safety management in hotels: Balancing risk, compliance and operational reality**

Fire safety decisions can have significant implications for capital expenditure, operations and asset performance. This presentation explores how hotel owners and operators can move beyond siloed compliance activities to make smarter, risk-based decisions that enhance safety, protect value and support long-term resilience.

Damien Ward, Technical Director, **Checkmate Fire Group**

## **VISION STAGE** (Auditorium)

### **14.00 – 14.10 Reading the market: What hotel deals reveal**

In a market shaped by uncertainty, transactions offer a powerful insight into investor conviction. Through a review of the year's most significant hotel deals, explore where capital is flowing, which assets are attracting demand, and how buyers and sellers are pricing risk in today's environment.

Carine Bonnejean, Managing Director – Hotels & International, **Christie & Co**

### **14.10 – 14.40 Capital Talks: Knowing when to hold, fold or go all in**

In the currently quiet transaction environment, hotel investors must read the table carefully: balancing risk, timing and conviction. This panel brings together leading players to share how they're pricing risk, navigating valuation gaps and deciding when to hold back or go all in, while identifying where the next opportunities lie.

Hosted by Alexi Khajavi, Group President, **Questex**

Peter Werhahn, Managing Director, **Blackstone**

Natalia Kolotneva, Managing Director, **LaSalle**

### **14.40 – 15.15 Invest Local: Hospitality development at the heart of regeneration and placemaking**

This panel will explore how developments anchored in hospitality can unlock wider value and support long-term urban growth. From navigating planning challenges and retaining existing stock to delivering new schemes, hear how public-private partnerships can unlock hotel-led development and deliver viable projects that serve the community and deliver returns.

Hosted by Richard Candey, Head of Hotel Development and Consultancy, **Colliers**

Jon Day, Head of Economic Policy, **Invest in Cardiff**

### **15.30 – 16.15 Meet Cardiff networking session** (Exhibition)

## **VISION PULSE STAGE** (Exhibition)

### **15.30 – 16.00 Ask me anything: How the hell will the new government sort out hospitality?**

*Or, as Oasis might put it: "By now, you should've somehow realised what you've got to do."*

The new government has promised growth, reform and a stronger partnership with business. But what should the industry expect next? Join one of Britain's most respected political commentators, the man who explains what Westminster is really doing, for a no-holds-barred audience Q&A on leadership, policy, devolution and the issues shaping the future of investment and hospitality across the UK.

**Bring your questions. Nothing is off limits.**

**Allen Simpson, CEO, UKHospitality**

**In conversation with:**

**Ian Dunt, Political commentator, author and one of Britain's most influential public policy analysts**

### **16.00 – 16.30 The AI-native hotel: Who owns the guest, the margin and the asset in 2030?**

AI is moving from a back-office tool to a core part of the hotel operating model reshaping distribution, pricing, staffing, procurement, loyalty, guest ownership and asset management.

In this Oxford-style debate, industry leaders will challenge whether AI will strengthen brands, empower owners, make operators indispensable or make parts of the operating model more replaceable.

**Motion: By 2030, AI will matter more than brand in determining hotel asset value.**

### **16.30 – 17.10 Know your odds: Rethinking risk and return**

What can high-stakes poker teach us about risk, reward and decision-making? In this engaging keynote, former professional poker player and economics graduate shares a fresh perspective on how to assess risk, calculate odds and act with confidence under pressure. Drawing on his experience from Las Vegas tables to advising on Casino Royale, this session will challenge conventional thinking and offer practical insights into making smarter decisions in uncertain environments.

**Caspar Berry, Professional Poker Player**

### **18.30 – 20.30 Deal me in: AHC evening reception**

Join fellow owners, investors, developers, operators and industry leaders for an evening of networking, drinks and a touch of friendly competition at the iconic **Manchester Hall**. Whether you're closing a deal, making new connections or simply unwinding after a busy conference day, this is the place to be.

Try your hand at our poker tables, test your strategy against industry peers and enjoy a relaxed atmosphere designed for meaningful conversations and memorable encounters.

**Pull up a chair, play your cards right and join us for an evening where connections are the winning hand.**



**Location:** Manchester Hall, 36 Bridge Street, Manchester, M3 3BT

## **Day 2 – Tuesday 15<sup>th</sup> September**

**7.30 – 8.45 Investor Council (by invitation only) (Exchange 1)**

**8.30 – 9.00 Welcome Refreshments (Exhibition)**

## HOSPITALITY INVESTOR STAGE (Charter 2)

### 9.00 – 9.45 Debt markets in transition: What lenders want in today's hospitality landscape

As interest rates, margins, and liquidity conditions continue to shift, access to debt is becoming more complex and more strategic. This session brings together active lenders and alternative capital providers to explore current appetite across asset classes, from branded select-service to full-service and regional hotels. Hear how credit committees are assessing risk, pricing deals, and defining lending criteria, and what operators need to understand to better position assets and unlock financing in a constrained market.

Hosted by: **Christophe Beauvilain**, Managing Partner, **Pygmalion Capital**

**Katie Morton Lee**, Head of Hotels, Hospitality and Leisure, Corporate Banking, **Barclays**

**Jens Blomdahl**, Managing Director, **KSL Capital Partners**

**Dave North**, Head of Hotels, **Lloyds**

**Anthony Nutkins**, Head of Hotels & Healthcare, **Coutts**

### 9.45 – 10.15 Recharge. Network. Experience

### 10.15 – 11.00 Private equity outlook: Pricing risk in a slower transaction market

As uncertainty persists, private equity investors are rethinking underwriting, pricing discipline and hold periods. This panel explores how deal structures and capital deployment are evolving to manage risk and position assets for eventual exit.

**TBC**, **Colliers**

**Charles Scudamore**, Managing Director, **Hetherley Capital Partners**

**Pierre-Edouard Vintrou**, Head of Investment and Development, **Vertiq Hospitality Partners**

### 11.00 – 11.30 Recharge. Network. Experience

### 11.30 - 12.15 Hospitality Investor capital interviews

To-the-point conversations with leading investors on standout UK hospitality deals and strategic pivots, revealing what they signal about today's UK real estate market.

Hosted by **Patrick Whyte**, Editor in Chief, **Hospitality Investor**

**William Riordan**, Co-Founder, **Oberland LLP**

## DEVELOPMENT & REGENERATION STAGE (Auditorium)

### 9.00 – 9.45 Adaptive assets: Conversion strategies for a high-cost market

This session explores strategies for repurposing underperforming space - from co-working and extended stay to hybrid-use concepts to increase RevPAR and improve asset performance. Industry leaders will discuss CapEx prioritisation, repositioning and rebranding strategies, the evolving role of white-label operators versus global brands, and how owner-operator alignment and incentive structures can drive efficiency and long-term value creation in a challenging cost environment.

**Graham Dodd**, VP of Development UK & Ireland, **Accor**

**Paul Blackmore**, VP Development UK & Ireland, **Hilton**

**Matt Williams**, Director of Hotels, **Dominus**

### 9.45 – 10.15 Recharge. Network. Experience

### 10.15 - 10.30 What guests want: Consumer behaviour, brand relevance and the future of hotel value

As traveller expectations and booking behaviour evolve, brand selection is becoming a more strategic decision for owners and developers. Using consumer insight and behavioural trends, explore how changing guest preferences, generational shifts and digital discovery are shaping hotel choice and what this means for brand relevance, asset positioning and long-term value.

Louise Tawadrous, Director, Hotels & Hospitality, Ipsos

### 10.30 – 11.00 Local first: Rethinking development through community-led placemaking

As attention shifts beyond large-scale institutional players, local developers are playing an increasingly visible role in shaping place. This session explores community-driven approaches to development, highlighting how projects embedded in their local context can contribute to social activation and long-term neighbourhood identity. What can the industry learn from more grassroots, place-based models?

Hosted by Patrick Whyte, Editor in Chief, Hospitality Investor

Soraiya Saleemohamed, ESG Director, 4C Group

Adela Cristea, Chief Development Officer - UK, Ireland, Nordics, Radisson Hotel Group

### 11.00 – 11.30 Recharge. Network. Experience

### 11.30 – 12.15 From vision to value: Development and design case studies in action

This session brings together real-world case studies from leading developers, architects, and designers showcasing how exceptional hospitality projects are being created today. From bold new builds to imaginative conversions, repositioning, and adaptive reuse, the session will explore how design thinking and development strategy combine to unlock value, transform assets, and respond to shifting market demand.

Hosted by Julie Rey-Gore, Sr Content Director, Questex

Brandon Riley, Director, Mill Lane Estates

Jake Whiteside, Business Development Director, Envisage Interiors

Paul Thomas, Vice President, Development, UK, Ireland & Nordics Marriott International

## ASSET MANAGEMENT STAGE (Charter 3)

### 9.00 - 9.45 Stakeholder alignment: Operating agreements, franchises & leases — choosing models that maximise value

In a volatile market, the structure of the owner–operator–brand relationship can be the difference between protecting downside and unlocking upside. This session examines the evolution of operating agreements from management contracts to franchises, leases and hybrid models: hear how owners can retain flexibility through headwinds while still accessing the brand platforms that drive demand, distribution, loyalty, and operational support.

Hosted by Gwen Martignoni, Vice President, Amante Capital

Robert Alley, Brand Development Director, BWH Hotels GB

Kristian Dijkstra, Managing Director, C1 Capital

Viola Mordeja, Vice President & Senior Counsel EMEA, Marriott International

### 9.45 – 10.15 Recharge. Network. Experience

### 10.15 - 11.00 Reposition or hold? Best practice in asset transformation and value creation

Moving beyond theory to focus on real-world case studies of asset repositioning, brand change, and concept evolution, this session highlights what has worked in practice and why. Bringing together owners, operators, and



capital providers, the discussion will explore the decision-making process behind repositioning, the trade-offs versus a “do nothing” approach, and how financing and lending dynamics influence outcomes.

Devin Grosse, Chief Executive Officer, **Focus Hotels**

Emma Young, Head of Syndication Finance, **AIB**

Matthew Lederer, Director of Acquisitions, **The Sirius Hotel Group**

## 11.00 – 11.30 Recharge. Network. Experience

### 11.30 - 12.15 Driving Alpha in a high-cost environment: Efficiency, tech, procurement & stakeholder alignment

With labour, energy and supply costs rising, hotels need a sharper operating playbook. This session explores practical cost efficiencies, procurement strategies, and tech solutions that work in a changing environment, plus how owners, asset managers, operators and suppliers can collaborate to protect margins, improve guest outcomes and unlock long-term returns.

Lyslee Li, Vice President, **Klarent Hospitality**

Martin Creydt, Senior Vice President & Director, Asset Management International, **Pandox**

Ian Holliday, Vice President for GPOs in Europe, **Avendra International**

## LIVE STAY PLAY STAGE (Charter 4)

### 9.00 - 9.45 Hotelised living: Blurring asset classes to unlock hospitality opportunity

As living and hospitality converge, hybrid models like extended-stay and co-living are reshaping the investment landscape. This session explores how operators, investors and lenders assess performance, risk and scalability, and what makes these concepts truly bankable.

Hosted by Vedrana Riley, CEO, **Ciel Capital**

Anne-Marie Auriault, Director, Asset Management, **RoundShield**

Robin von Bothmer, Hotel Development & Investment, **ParkProperty Europe**

Alexandra van Pelt, Development Director – Northern Europe, **The Ascott**

## 9.45 – 10.15 Recharge. Network. Experience

### 10.15 - 11.00 Experiential hospitality: Unlocking underutilised space through creative concepts

How can hotels turn underused spaces into standout experiences and new revenue? F&B spaces, pods, on-site glamping, events, wellness and more: what works, what it costs, and how to operate it.

Hosted by Ife Taiwo-Newman, Associate Editor, **Hospitality Investor**

Ben Harper, CEO, **Watergate Bay, Another Place & Beach Retreats**

Ina Plunien, Senior Vice President – Hospitality, **Cain**

## SPOTLIGHT STAGE (Exhibition)

### 10.00 - 12.00 Spotlight Stage – Talent Talks

Action-led sessions for emerging hospitality talent, discussing skills, progression and purpose—plus employer perspective @primestar-hotels.com

s on attracting and keeping great people, strengthening the UK sector’s workforce pipeline.

## VISION STAGE (Auditorium)

### 12.30 – 12.50 Workforce wanted: Fixing hospitality's talent crisis

Hospitality faces a growing workforce crisis driven by rising costs, labour policy requirements, a reduced talent pool and shifting Gen Z expectations. This session explores how the industry must rethink talent acquisition and retention strategies, and where AI and operational redesign can (and can't) help.

### 12.50 – 13.20 Manchester leads: Cracking the development code

While development across much of the UK has slowed, Manchester continues to stand out as a hotspot for new hospitality projects. In this session, leading local developers share how they are navigating rising costs, managing risk, and still delivering at scale. Discover what's driving demand, where they are focusing their efforts, and the strategies behind making projects stack up in one of the UK's most dynamic markets.

Hosted by Jonathan Langston, Host, **AHC**

Adi Hodzic, CEO, **Dean Street Developments**

Jack Ingall, **Allied London**

Matt Whiteley, Senior Development Manager, **Muse**

### 13.20 – 13.55 Hospitality performance question time: Mastering risk for reward

An open, audience-led session tackling the biggest performance challenges in today's UK market. Bring your questions and hear directly from industry experts on how to maintain and grow asset performance, navigate rising costs and uncertainty, and turn risk into return. From operational strategies to investment decisions, this is your chance to get practical answers to the issues that matter most.

Hosted by David Bailey, Principal, **David J Bailey Ltd**

Louisa Green, Managing Director, **RBH Hospitality Management**

Kevin Styles, CEO, **THE PIG Hotel Group**

Martijn Van Der Graaf, COO Western Europe, **Essendi**

### 13.55- 14:00 Closing remarks

### 14.00 - 15:00 Lunch & Network (Exhibition + Outside Triangle)

### 14.30 – 16.30 F&B Safari (Offsite)

Following a successful 2025 launch, the F&B Safari returns to AHC. Join a walking tour through Manchester's vibrant food and drink scene, from buzzing bars to standout restaurants. Discover what drives their success, hear the stories behind the brands, and gain insights to take back to your own operations.

### 14.30 – 16.30 Hospitality and placemaking site tour (Offsite)

Join a tour of a new Manchester mixed-use development, showcasing hotel integration, real estate innovation, and a sense of place.

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