



**International
Hospitality
Investment Forum**

2026

Programme

23 - 25 March 2026

InterContinental | Pullman | Berlin, Germany

IHIF EMEA 2026



Europe's must-attend hospitality investment conference

The International Hospitality Investment Forum EMEA is the meeting place of hospitality innovators and game-changers.

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 2026 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



700+

Investors with
\$581bn AUM



30%

New investors



190+

Speakers

Returns Redefined. Value Reimagined.

Now an institutional-grade asset class influencing — *hotelising* — other segments, hospitality is increasingly recognised as a powerful driver of diversification, performance, and sustainable growth. Investors are **redefining returns** — focusing on alpha, performance strategies, and resilient ROI — while **reimagining value** through flexibility, impact, ESG, and experience as integral drivers of long-term growth.

IHIF is at the forefront of championing this evolution. By raising the bar on content, connections, and deal-making, IHIF EMEA 2026 delivers the most dynamic environment for investors, developers, brands, and advisors to analyse data, test strategies, and unlock the next wave of opportunity.

In a market shaped by convergence, innovation, and resilience, the question is not whether hospitality delivers — but how far we can **redefine returns and reimagine value together**.

Agenda

Monday, 23 March 2026 - ENGAGE

Content-Fuelled Networking

Curated sessions where tailored content sparks meaningful connections

- 10:00 – 11:00 **Power hour AI-based networking** (Bellevue)
A powerful hour of curated networking powered by AI. Participants rate who they'd like to meet in advance, and the system schedules five high-quality meetings based on mutual interest and compatibility.
- 10:00 – 10:45 **Conference speaking clinic** (Köpenick II, III)
In this interactive session, IHIF speakers and under-30 delegates gain tips and advice on public speaking: 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, Director, Headline Media UK
Hosted by Julie Rey-Gore, Sr Content Director, Questex Operational Real Estate
- 11:00 – 11:45 **Under-30 hangout – In partnership with Smack Hospitality** (Charlottenburg I)
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.
Hosted by:
Florian Montag, VP of Business Development, Apaleo and host, Smack Hospitality
In conversation with:
Eu Chin Fen, Chief Executive Officer, Frasers Hospitality
- 12:00 – 13:00 **Meeting of minds NEW** (Bellevue)
Connect and share insights with fellow delegates in this interactive networking session. Choose the topics you're passionate about and join like-minded peers for focused discussions, sharing perspectives, experiences, and ideas that inspire meaningful connections.
Choose your discussion topic:
 1. **Alignment:** How can we future-proof owner-operator relationships?
 2. **Branding:** How to select the right brand to create value?
 3. **Scaling:** Can you grow fast without losing differentiation or performance?
 4. **Innovation:** What innovations truly drive return, and what's expensive noise?
 5. **AI :** Where is AI genuinely improving hotel investment decisions, beyond the hype?
 6. **Demand:** Which guest behaviour shifts are investors underestimating?
 7. **Risk:** What risks are currently underestimated in hospitality?
 8. **Deals:** What would make you walk away from a deal even if the numbers look good?
 9. **Career:** Which skills, networks and experiences actually make the difference in hospitality investment?
 10. **ESG:** What are the biggest sustainability risks affecting hospitality investment and asset management?

13:30 - 14:15 **Sustainability council – Decarbonisation and performance** (Charlottenburg I)

Powered by Essendi

As decarbonisation starts delivering measurable operational returns, a key question emerges: why is this performance not yet fully reflected in asset valuation? Bringing together owners, operators, investors, brand managers and valuers, the session will challenge how value is defined, measured and priced. From carbon strategies to brand influence, it will explore ESG as a true financial and strategic lever. A timely discussion at the intersection of performance, risk, and future value.

Hosted by:

Franck Bermond, SVP Construction & ESG, Essendi

Lucia Montenegro, Asset Management Director CE, Essendi

In conversation with:

Thomas Loughlin, Sustainability Lead, Booking.com

Borivoj Vokrinek, Strategic Advisory & Head of Hospitality Research EMEA, Cushman & Wakefield

13:00 – 14:00 **Lunchtime Capital Meets: Family office insights and LP–GP Networking** **NEW** (Hugos Bar & Restaurant)

This lunchtime gathering combines meaningful networking with thought leadership. The launch of Hospitality Investor's new report on family offices in hospitality, provides an opportunity to discuss how this increasingly influential capital source is approaching hotel and leisure investment, alongside high-impact networking to foster productive capital partnerships.

Hosted by Patrick Whyte, Editor in Chief, Hospitality Investor

In conversation with:

Cody Bradshaw, Group CEO Hotels, L+R

BxR EMEA NEW (Charlottenburg II+III)

Iconic brands meet landmark residences

10:00 – 10:05 **Warm welcome from Questex**

Olga Andreevskikh, Sr Conference Producer, Questex

10:05 – 10:10 **Welcome from the host**

Barry Landsberg, Principal, Landsberg Residential Consulting

10:10 – 10:30 **Data & trends insights: Tracking the evolution of branded residential market in EMEA and globally** *(presentation)*

Gain a clear picture of the branded residential market's scale and direction in EMEA and globally. Drawing on the latest research and development data, this session highlights key performance metrics, market shifts, and future forecasts to understand how urbanisation, brand strategy, and buyer demand are converging to shape the next decade of branded living.

Louis Keighley, Director, Head of Global Residential Development Consultancy, Savills Branded Residences

10:30 – 11:05 **BxR Developer talks: What's driving growth in branded living** *(panel)*

What's shaping development decisions in branded living today and where are leading developers placing their bets next? Explore where they see the strongest opportunities in 2026 and beyond - from the rise of standalone schemes to evolving partnerships, margins, and value creation across the BR landscape. Hear how they're structuring deals, selecting brands, and navigating sales markets, as well as lessons learned over the past year.

Moderated by Riyan Itani, Founder and Director, Global Branded Residences

In conversation with:

Philipp Henle, Managing Director – Hospitality, RoundShield

Brian Betel, Global Head of Direct Assets, ASG Iberia

Enrique Benjumea, Founder, Blasson

11.05 - 11.25 Beyond the residence: Building the branded living ecosystem (*Fireside chat*)

Explore how branded residences are evolving into globally connected, mixed-use ecosystems shaped by cross-market expansion, rising wellness expectations, and the emergence of new development hubs worldwide. The discussion will highlight how hospitality, home, and community are increasingly integrated creating new living models that resonate across cultures and regions and redefining the future of residential development.

Dana Jacobsohn, Chief Development Officer, Marriott International

Interviewed by Barry Landsberg, Principal, Landsberg Residential Consulting

11:25 – 11:45 Networking coffee break

11:45 – 12:05 Inside the brand value: Standalone or mixed use? (*fireside chat*)

Hear why brands see strategic value in standalone projects, how they are growing their standalone portfolios, how they deal with challenges of appointing an operator to deliver brand standards, and what opportunities this segment presents for developers and investors. Gain insight into how this operating approach is evolving, and the broader forces driving the next wave of growth in branded living.

Daniel von Barloewen, Senior Vice President, Global Mixed-Use Development, Accor One Living

Interviewed by Cameron Sperance, Content/Editorial Director, Questex

12:05 – 12:45 Selling branded residences: What really drives demand (*panel*)

This session brings together brokers, developers, marketers, and brand representatives to examine how branded real estate is positioned, promoted, and sold, and why consumers buy in. Learn how marketing, PR, and on-the-ground operations shape value perception and drive results.

Moderated by Alexandra Dumoulin, Director, HVS

Mitra Ghamsari, Founder & CEO, Persepolis Investments

Lindsay McGinn, Global VP, Brand Advisory Services, Accor One Living

Jonathan Wingo, VP Brand Leader Residential Programmes, Hilton

Jenny Naylor, Managing Director Advisory, Brand Atlas

12:45 – 13:00 Residential lifestyle and operational excellence: What real usage statistics reveal (*presentation*)

This presentation reveals how residents truly interact with services and amenities, and how these patterns influence operating expenditure, staffing models, and future capital investment. It also highlights how developers and brands can remain relevant by aligning offerings with evolving resident behaviors, preferences, and lifestyle choices.

Rahul Salgia, Founder & CEO, Digivalet

13:00 – 13.45 Networking Light Lunch (Exhibition)

13.45 – 14.05 Crossing worlds: Hospitality vs non-hospitality (*fireside chat*)

In this conversation, senior executives of a hospitality brand and a lifestyle icon discuss how collaboration can enhance brand reach, product differentiation, and consumer trust. Explore what hospitality can learn from lifestyle and luxury sectors and vice versa, and how cross-industry partnerships are shaping the next phase of branded living in Europe.

Moderated by Ife Taiwo-Newman, Associate Editor, Hospitality Investor

In conversation with:

Wiebke Stahl, Managing Director, Bugatti International

Stephanie Segaux, Vice President – Development, EMEA, Starwood Hotels

- 14.05 - 14.35 How Italians do it: The recipe for success *(panel)***
 This conversation dives into the growing wave of non-hospitality brands entering residential development. Discover what makes these collaborations work, how they connect with buyers, and whether the model can stand alone or it thrives best in partnership with established hospitality operators.
Moderated by Helena Amaral Neto, Managing Partner, Luxulting
In conversation with:
Giovanni de Niederhausern, Senior Vice President, Architecture & Product Design, Pininfarina
Enrico Erba Springorum, Head of Branded Real Estate, Giorgio Armani
Boris Puddu, Head of Collezione Lamborghini, Automobili Lamborghini S.p.A.
- 14.35 - 15.05 Deal table live: Negotiating a residential contract *(practical case study)***
 Step into the deal room to see a negotiation of a residential agreement in real time. From brand standards, operating models and licensing, to fees, control, and risk, watch the dynamics unfold as each side pushes for their priorities. This interactive session offers a rare, behind-the-scenes look at how the deals that shape branded living actually get done.
Moderated by Richard Bursby, Partner, Taylor Wessing
In negotiation with:
Ina Plunien, Vice-President, Cedar Capital Partners
Tina Necrason, Global Head of Branded Residential, Hyatt
- 15.05 - 15.50 Hosted parallel discussions**
 A dynamic blend of rapid insights and interactive discussion. Experts share their insights with concise 3-minute presentations, spotlighting critical success factors for performance in branded residences. Following these short talks, attendees can meet the speakers in roundtable discussions to ask questions and exchange ideas.
Discussion 1: Development and design best practices
Hosted by Anna Masello, RE Branding & Marketing Director, The One Atelier
Discussion 2: Operations - running, managing and optimizing BRs once open
Hosted by Richard Petrik, Director, Rhodium
Discussion 3: Selling the Gen Z way
Hosted by Arthur Espada, Sales & Marketing, Propriétés & Co
Discussion 4: Wellness & longevity
Hosted by Roger Allen, Group CEO, RLA Global & Alfredo Bataller, Group CEO, AB Living Group
Discussion 5: The tech layer in residential
Hosted by Jagdish Johal, Managing Partner, Yoo
- 15.50 - 16.00 Recap: Wrap-up action plan for the EMEA branded residential market – what’s next?**
Chris Graham, Managing Director, Graham Associates

MENA Investment Focus *NEW* (Tiergarten I,II,III)

Strategic perspectives on one of the world’s most dynamic hospitality regions

- 11:30 – 11:35 Welcome to MENA investment focus**
 A warm welcome from the session host to this new session focusing on the high-growth markets of the Middle East and North Africa.
Host: Damon Embling, Director, Headline Media UK
- 11:35 – 11:45 Talking development: Opportunities in the Middle East and North African markets**

A conversation with one of the region's leading expert to highlight the need-to-know destinations, segments, and opportunities for success in the Middle East and North Africa' hospitality market.

Interviewer: Damon Embling, Director, Headline Media UK

In conversation with:

Carlos Khneisser, Chief Development Officer, Middle East and Africa, Hilton

11:45 – 12:00 Data spotlight: Trends and forecasts in travel and hospitality across key MENA markets

A market overview unpacking the latest datasets on travel trends, key destinations, hotel development, and demand fundamentals across key MENA markets.

Becky Syder, Global Commercial Director, Tourism Economics

12:00 – 12:45 Development, performance, opportunity: Navigating hospitality markets in MENA

Developers, brands, operators, and investors active across MEA examine the realities of hospitality in fast-growing markets, from navigating regulatory frameworks and securing funding, development, construction and more. Explore how public-private collaboration, evolving travel trends, and long-term tourism strategies influence success and long-term performance.

Moderated by Amit Nayak, CHA. VP – Vice Chairman, HAMA MEA

In conversation with:

Luc Boschmans, Director, Asset Management, Red Sea Global

Tariq Bsharat, Group Chief Strategy Officer, Marjan

Dimitris Manikis, President EMEA, Wyndham Hotels & Resorts

Frank Veenstra, Chief Development Officer, Kempinski Group

12:45 – 12:55 Spotlight on Morocco: Emerging opportunities in hospitality and tourism investment

With tourism demand growing, boosted by major sporting events, Morocco's tourism and hospitality investment landscape is rapidly expanding. Discover how market conditions, government incentives, and strong public-private partnerships are positioning the country as a leading opportunity for global investors.

Interviewer: Damon Embling, Director, Headline Media UK

In conversation with: Imad Barrakad, CEO & Chairman, Moroccan Agency for Tourism Development (SMIT)

12:55 – 13:00 MENA Investment Focus: Closing remarks

13:00 – 14:00 Networking Light lunch

Vision Stage (Potsdam Auditorium)

The main stage for market-defining voices to share big ideas and bold insights

14:15 – 14:30 Welcome to IHIF EMEA 2026

A warm welcome from Questex and introduction of the conference host.

Alexi Khajavi, Group President, Questex

Julie Rey-Gore, Sr Content Director, Questex

Host: Monika Jones, International broadcast journalist and conference host

14:30 – 15:20 The world in 2026 - Redefining strategies

Looking at the world in 2026 and trends for the future, experts bring clarity to the macroeconomic, geopolitical, and risk landscape. This interactive session gives you an opportunity to ask questions, to equip you with sharper insight to anticipate disruption, adapt strategies, and uncover resilient opportunities.

14:40-15:00

Janan Ganesh, Associate Editor, Financial Times

15:00-15:20

Robin Winkler, Chief German Economist, Deutsche Bank

15:20-15:30 Q&A

15:20 – 15:40 CEO interview: Leadership in changing times

Adaptation, innovation, resilience, partnerships: what does leadership look like in times when the business environment is constantly being disrupted? A hospitality CEO shares insights into staying ahead of trends for sustainable growth.

Interviewer: Estelle Weingrod, Executive Director EMEA Equity Research, Head of European Leisure, Entertainment & Hotels, J.P. Morgan

In conversation with:

Elie Maalouf, CEO, IHG Hotels & Resorts

15:40 – 15:50 Personal, digital, global: The forces redefining consumer and travel needs

As consumer demand evolves, personalisation, generative AI, and generational shifts are redefining how people plan and experience travel. Discover the forces reshaping hospitality, and the strategic opportunities they unlock.

Olaf Belgraver, Global Commercial Director, Booking.com

15:50 - 16:30 Trends in action: Leaders' perspectives on adapting to drive growth

Leading CEOs share how hospitality companies turn consumer insights into strategic action to thrive ahead of the curve. Hear how forward-thinking leaders balance data and vision to transform their organisations and adapt to shifting preferences, generational behaviours, diverse segments, and evolving market conditions.

Moderated by Kenneth Hatton, Managing Director, Head of Hotels Europe, CBRE

In conversation with:

Neal Jones, President for Europe, Middle East & Africa, Marriott International

Peter Krueger, CEO, TUI Holiday Experiences

Barbara Muckermann, Chief Executive Officer, Kempinski Group

Dillip Rajakarier, Group CEO-MINT / CEO-Minor Hotels, Minor International

Simon Vincent CBE, President, Europe, Middle East & Africa, Hilton

16:30 – 16:45 CEO Fireside chat: Positioning for growth in an evolving landscape

Discussing how to adapt development, finance, and corporate strategies to target key market segments and drive growth amid an evolving business landscape.

Interviewer: Eric Hallerberg, Vice President EMEA Sales, Oracle Hospitality & Restaurants

In conversation with:

Mark Hoplamazian, Chairman, President & CEO, Hyatt

16:45 – 17:00 CEO Fireside chat: Leading through 2026 and beyond

A candid conversation with a global leader exploring the forces shaping 2026—macroeconomics, consumers, and technology—and how strategic vision, adaptability, and human intelligence can outperform disruption, guide smarter decisions, and unlock resilient growth in a rapidly evolving hospitality landscape.

Interviewer: Monika Jones, International broadcast journalist and conference host

In conversation with:

Sebastien Bazin, Chairman and CEO, Accor

17:00 – 17:30 AI transformation, hospitality returns: the AI disintermediation dividend **NEW**

AI is dismantling hospitality's cost structure from three directions simultaneously: AI booking agents bypassing OTA intermediaries; AI-driven pricing tools inside the PMS; and Airbnb rebuilding its entire platform as an AI-native product. Three disruption vectors, three companies at the centre of each. Moderated from the principal side, this session asks where the value goes, and which business models are built to capture it.

Moderated by Laura Brinkmann, Managing Director & Founder, Effizia

In conversation:

Kike Sarasola, President and Founder, Room Mate Hotels

Jesse Stein, Global Head of Real Estate, AirBNB

Richard Valtr, Founder, Mews

Content-Fuelled Networking

Curated sessions where tailored content sparks meaningful connections

17:30 – 18:30 **CEO council – Invitation only** (Hugos South)

Powered by Hotstats

A gathering of hospitality CEOs, offering an informal environment to share ideas and experiences with peers at the top of the sector. The discussions follow Chatham House rule, ensuring confidentiality and free debate.

Hosted by Alexi Khajavi, Group President, Questex

With: Janan Ganesh, Associate Editor, Financial Times

Networking

Structured networking experiences for targeted connections

17:30 – 18:30 **First-timer reception** (Bellevue)

17:30 – 18:30 **Under-30s reception** (Bellevue)

17:30 – 18:30 **Investor reception** (Investor Lounge)

18:30 – 20:30 **Welcome reception** (Potsdam Auditorium)

Enjoy an evening of networking in a relaxing environment before the start of the conference.

Tuesday, 24 March 2026 - STRATEGISE

Wellness Experience

07:45 – 08:30 **Yoga - Rising Energy** (Hugos East)

Ease into the conference day with a grounding yoga session that refreshes your senses and clears your mind. This gentle practice invites you to set intentions, release yesterday's weight, and embrace the day ahead with balance and clarity.

Content-Fuelled Networking

Curated sessions where tailored content sparks meaningful connections

07:30 – 08:45 **Investor council** (Hugos South)

08:00 – 08:45 **Breakfast Roundtables: Hospitality meets rich discussion**

Join IHIF EMEA participants for an informal and enlightening discussion over coffee and a light breakfast.

Franchising in luxury: Where brand identity meets scalability (Kopenick I)

Franchising has long been a growth engine for mainstream hospitality, but can this model coexist with the exclusivity and craftsmanship that define luxury brands? This session explores the delicate balance between brand integrity and global expansion. Industry leaders will debate whether franchising is a strategic necessity or a potential threat to the essence of luxury—and what innovative approaches can make it work without losing the brand's soul.

Moderated by Xavier Grange, Chief Development Officer, Accor

With Olivier Jacquet, COO, United Hospitality Management

Economy to midscale: Ensuring resilient returns in limited-service hospitality

(Kopenick II)

As the quiet performers of hospitality, economy, premium economy and midscale hotels offer resilient demand, efficient models and scalable growth. This session examines investor appetite, platform strategies, key markets and margin management in a segment built for consistency, not volatility.

Moderated by Christian Mole, Partner, EY

In conversation with:

Matthieu Dracs, CEO, Extendam

Theodor Kubak, Managing Partner, Arbireo Capital

Arnoud Vink, Chief Development Officer, Louvre Hotels Group

Alternative lodging assets beyond hotels and serviced apartments

(Kopenick III)

Hosted by The Ascott

Making developments viable: How commercial, operator and contractual choices determine project success (Charlottenburg I)

In a high-cost and selectively funded market, hotel developments only succeed when commercial assumptions, operator requirements, and contractual structures align from the outset. This roundtable distils what makes a project bankable, buildable and operable, clarifying how operator needs, investor underwriting, and contract choices (leases, HMAs and others) shift risk, return and financing appetite.

Moderated by Katie Goertz, Deputy Head of Operator Selection Europe, CBRE

In conversation with:

Marina Ambrose, Director, Eldridge Capital Management

Yuan Fang, Senior VP Development Europe & Americas, Minor Hotels

Pavlos Gennimatas, Senior Managing Director - Head of Living, Europe, Hines

Francesco Orofino, Investment Director & Head of Hospitality, DFI

Vision Stage (Potsdam Auditorium)

The main stage for market-defining voices to share big ideas and bold insights

08.55 – 09.00 Welcome to day 2 - Vision for capital

Welcome to day 2 of IHIF EMEA, with a session focusing on investment strategies, dealmaking and aligning for returns.

Jonathan Langston, Conference Host, IHIF EMEA

09.00 – 09.10 Espresso talk: Key considerations for the creative deal-maker

Setting the scene for the discussions on hospitality real estate investment, this short talk highlights the critical factors shaping the market, helping investors de-risk strategies, navigate late-cycle dynamics, and seize opportunities through selective assets and innovative deal structures.

David Kellett, Head of Hotel Capital Markets EMEA, Operational Capital Markets, Savills

09.10 – 09.30 Returns, value and growth: A global CDO talks capital

Taking on a new role as global chief development officer, this hospitality leader shares insights on engaging investors, navigating capital markets, and balancing returns with long-term value creation across the company's global growth strategy.

Interviewer: Carine Bonnejean, Managing Director – Hotels & International, Christie & Co

In conversation with:

Christian Charnaux, Executive Vice President and Chief Development Officer, Hilton

- 09.30 - 09:55 **Data insights : Tracking growth, value, and capital flows in hospitality real estate**
 A series of short presentations examining the latest datasets on travel and hotel market growth, development activity and performance.
Aoife Roche, Regional Vice President - EMEA, STR
David Goodger, Managing Director EMEA, Tourism Economics, an Oxford Economics company
Michael Grove, CEO, HotStats Duetto
- 09.55 - 10.15 **Conversation with an investor: Shaping high-returns, resilient portfolios in hospitality**
 A thought-provoking fireside chat with a real estate investment leader exploring approaches to hospitality investment, and how to balance strategic decisions with a commitment to sustainability, placemaking, and community impact.
Interviewer: Victoria Hills, Partner, Macfarlanes
In conversation with:
Christian Ringnes, Chairman - Eiendomsspar AS, Chairman - Pandox AB
- 10.15 - 11.00 **Capital talks: Redefining returns and raising opportunities in EMEA**
 In a context of global uncertainty, Europe is established as a safe bet for hospitality investment. In this flagship session, leading real estate investors discuss where capital is flowing, how deals are made, and how to blend data-backed financial discipline with the less tangible elements that create value in hospitality real estate.
Moderated by: William Duffey, Senior Managing Director - Head of Hotels and Hospitality, JLL
In conversation with:
Coley Brenan, Hospitality Advisor, GIC Hospitality
David Fattal, Founder & CEO, Fattal Group
Lauren Okada Young, Managing Director – Investment, Brookfield Asset Management
Peter Werhahn, Managing Director, Blackstone
- 11.00 - 12.00 **Morning break: Recharge, network, experience**

Networking

Structured networking experiences for targeted connections

- 12.00 – 15.30 **Capital meets (Investor Lounge)**
 Your opportunity to meet the people you want to meet—whether investors, operators, lenders, or advisors. These focused sessions bring together senior representatives for meaningful, high-value conversations.
 12.00 – 12.45 Capital meets lenders
 13.15 – 14.00 Capital meets advisors
 14.30 – 15.15 Capital meets operators

Hospitality Investor Stage (Tiergarten I,II,III)

Delivering insights on investment, finance and deal-making in hospitality

- 11:55 – 12:00 **Welcome to the Hospitality Investor Stage**
Patrick Whyte, Editor-in-Chief, Hospitality Investor
- 12:00 – 12:20 **Expanding horizons: An Asian hospitality CEO on EMEA’s strategic potential**
Powered by IHIF Asia
 An investor-developer-operator CEO outlines why EMEA markets complement an expansion strategy built on disciplined, innovation-led, sustainable growth supporting returns across hotels, serviced living, and emerging asset classes.
Interviewed by Leanne Reddie, Chief Commercial Officer, Global Asset Solutions
In conversation with:
Eu Chin Fen, Chief Executive Officer, Frasers Hospitality

- 12:20 - 12:45 Inbound investment: The next wave of Asian capital into EMEA**
Powered by IHIF Asia
 As global capital flows evolve, Asian investors are increasingly targeting EMEA for diversification and emerging opportunities across hospitality, real estate, and mixed-use assets. The session explores portfolio strategies, cross-border deals, exit planning, and how economic and regulatory shifts are shaping investment in 2026 and beyond.
Moderated by Arlette Mensing, Director Hotel Transactions, Colliers
In conversation with:
David Ling, Global Head of Hospitality Investment & Asset Management, City Developments Limited
Limin Lou, Head of Investment, Lodging Europe, CapitaLand Investment
- 12:45 – 13:00 Bridging the Atlantic: North American capital expansion into Europe’s hospitality market**
Powered by NYU IHIF
 As macroeconomic conditions in US and Europe are evolving, new opportunities are emerging for North American investors seeking strategic footholds in more stable markets. Industry experts unpack regulatory nuances, partnership models, maximizing returns and building resilient transatlantic investment strategies.
Interviewed by Patrick Saade, Senior Managing Director, JLL
In conversation with: Rob Mangan, Operating Partner, Bain Capital
- 12:30 – 14:00 Networking lunch (Potsdam Auditorium)**
- 14:00 - 14:20 M&A trends in hospitality: Shaping the next stage of consolidation**
 Industry leaders analyse mergers and acquisition trends in hospitality real estate portfolios and brands, examining deal structures, key execution risks and the strategic priorities shaping investment and consolidation into 2026.
Moderated by Pablo Callejo, Managing Director, Head of Investment Banking Continental Europe, CBRE
In conversation:
Matthew Janukowicz, Managing Director, Real Estate, Gaming, Lodging & Leisure, Moelis & Company
James Liddy, Managing Director, Global Co-Head of Gaming, Lodging & Leisure Investment Banking, Jefferies
- 14:20 - 14:45 Reviewing the debt market: Strategies, structures and opportunities**
 With debt markets open and financing more accessible than in recent years, this session explores how lenders and borrowers are adapting to a changing environment, re-evaluating key lending metrics and developing innovative structures and partnerships.
Moderated by: Hoong Wey Woon, Managing Director Real Estate, Lodging and Care, Newmark
In conversation:
Heribert Gangl, Head of Hotels & Tourism, Erste Group Bank AG
Florian Kern, Vice President, Aareal Bank AG
Tom Waycott, Principal, RCP Finance
- 14:45 - 15:00 Off-stage chat – Debt market**
 Catch up with the speakers to ask them questions and continue the conversation informally.
- 15:00 – 15:45 Seal the deal: Spotlight on recent transactions**
 Through candid conversations with top investors, advisors, and brokers, this session highlights recent transactions in the hospitality market in EMEA, offering a real-world view of how deals are successfully closed. Explore practical insights on navigating market complexities, connecting buyers and sellers with opportunities, and strategies for delivering value in every transaction.
 15:00-15:15
Ryan Donn, Managing Partner, Trinity Investments Europe
in conversation with Ana Ivanovic, Executive Vice President, JLL

15:15-15:30

Henri Wilmes, Chief Investment Officer, LRO Hospitality
in conversation with **Chris Martin, Senior Director, HVS Hodges Ward Elliott**

15:30-15:45

George Nicholas, Founder, Shibui Capital
in conversation with **Maxime Rozier, Director, Eastdil Secured**

15:45 – 16:00 Off-stage chat – Seal the Deal

Catch up with the speakers to ask them questions and continue the conversation informally.

Align Stage (Charlottenburg II,III)

Bringing hospitality stakeholders together to drive performance

12:00 – 12:05 Welcome to the Align stage

Hosted by **Jonathan Langston, Conference Host, Questex**

12:05 – 13:00 Asset optimisation excellence – HAMA Awards

Presented by HAMA Europe, this session spotlights real-world examples of asset management at its best - where strategic repositioning, operational excellence, and bold thinking have transformed performance and long-term value. Expect actionable insights and proven lessons from projects that are redefining hospitality success.

Moderated by **Harriet Durbin, Managing Director, Panorama Hospitality**

Finalists:

Hussein Sunderji, Managing Director & Partner, EQ Hotels

Carla Alaman, Senior Vice President Portfolio Management, Minor Hotels Europe & Americas

Ramon Tomàs i Ranz, Principal and Head of Asset Management, Pygmalion Capital

Elena Ladisova, Vice President, Brookfield Asset Management

13:00 – 14:00 Networking lunch (Potsdam Auditorium)

14:00- 14:45 Operational models to improve performance

As the lines between ownership, brand, and management continue to evolve, performance depends on getting the partnership model right. This session explores how investors, brands, operators, and asset managers are rethinking collaboration, redefining asset management, and reshaping operational structures to drive stronger returns in a changing market.

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

In conversation with:

Steven Smit, Director Investment & Asset Management, Vertiq Capital

Alexander Limpert, Co-Founder & CEO, GuestReady

David Anderson, Divisional President EMEA, Aimbridge

Nick Pilbeam, Chief Commercial Officer, Cheval Collection

14:45 - 15:00 Off-stage chat – Operational models

Catch up with the speakers to ask them questions and continue the conversation informally.

15:00 – 15:45 Tools that deliver: Aligning tech with human connection in practical case studies

Discover how technology is already transforming hospitality operations in this fast-paced session packed with real-world case studies. From AI and automation to smart systems and data-led decision-making, see how owners and operators are using digital tools to streamline processes, optimise performance, and enhance both guest and team experiences. Practical, proven, and people-focused—these are innovations delivering measurable results today.

From data jungle to human time: How finance tech turns hotel reporting into faster decisions and better relationships

Rolf Arndt, Managing Director, Fairmas Services

From property performance to guest comfort: How smart energy technology delivers real results
Michael Serour, General Manager, Verdant Energy Management Solutions

Tech that cares: How smarter tools empower human hospitality
John Lockyer, CEO, Unifocus

15:45 – 16:00 **Off-stage chat – Tools that deliver**

Catch up with the speakers to ask them questions and continue the conversation informally.

Experience Stage (Bellevue)

Raising the experience to deliver returns in luxury, lifestyle and more

12:00 – 12:05 **Welcome to the Experience Stage**

Hosted by Cameron Sperance, Content/Editorial Director, Questex

12:05 – 12:35 **Investing in ultra luxury: Performance and potential**

No longer viewed as solely trophy assets, ultra-luxury hotels now deliver serious returns and are redefining value creation. This panel explores how the segment has evolved, who's leading its transformation, and where the next wave of deals lies.

Moderated by Paul Kaporis, Director, Eastdil Secured

In conversation with:

Francesco Cefalú, Chief Development Officer, Mandarin Oriental Hotel Group

Dominic Seyrling, Co-CEO, Archer Hotel Capital

Tina Yu, Partner, KSL Capital Partners

12:35 – 12:40 **Active break**

Recharge between sessions with an active experience designed to energise your body and refocus your mind.

Powered by Technogym

12:40 – 13:00 **Luxury, lifestyle, and wellness: from concept to business**

Join innovators to explore how wellness is reshaping luxury and lifestyle hospitality: elevating brand differentiation, enhancing guest experience, and unlocking new revenue streams from concept creation through to operational execution and owner returns.

Moderated by Leonardo Stassi, Head Of Hospitality, Coldwell Banker Commercial Italy

In conversation with:

Ingo R. Schweder, Chief Executive Officer, GOCO Hospitality

Lily Wecker, CEO, Aethos AG

13:00 – 14:00 **Networking lunch** (Potsdam Auditorium)

14:00 – 14:45 **Vibes v returns: Future of lifestyle and experiential concepts**

Lifestyle brands have transformed hospitality, inspiring new concepts and raising guest expectations. This session explores what drives a successful lifestyle brand — location, design, brand identity, community, experiences — and how to deliver authenticity while achieving financial goals and scalable growth.

Moderated by Robert Walters, Chief Investment Officer, Global Asset Solutions

In conversation with:

Remi Delpech, COO, Nikki Beach

Keith Evans, Founder, Chief Executive Officer, LHC Group

Mark Keiser, President, Development, Viceroy Hotel Group

14:45 – 15:00 **Off-stage chat – Lifestyle and experiential concepts**

Catch up with the speakers to ask them questions and continue the conversation informally.

- 15:00 – 15:45 **Leisure hospitality: from all-inclusive to mixed-use, the models and assets leading opportunities**
Powered by R&R Forum
 Leisure hospitality is evolving rapidly, with the segment increasingly institutionalising and encompassing a wide range of assets — from hotels and resorts to mixed-use developments and alternative assets. This session explores how hospitality portfolios can deliver leisure experiences that respond to changing travel trends, overcome seasonality challenges, explore new destinations, while driving strong financial returns.
Moderated by Jon Hubbard, Head of Hospitality EMEA, Cushman & Wakefield
In conversation :
Eva Chan, Head of Strategic Development and Growth EMEA, Wyndham Hotels and Resorts
Shafi Syed, Global Head, Hotel Development/acquisitions, Equinox Hotels
David Vely, VP Development, Club Med
María Zarraluqui, SVP, Global Hyatt Inclusive Collection Growth and Owner Relations, Hyatt
- 15:45 – 16:00 **Off-stage chat – Leisure Hospitality**
 Catch up with the speakers to ask them questions and continue the conversation informally.

Develop Stage (Charlottenburg I)

Driving hospitality growth through smart development

- 12:00 – 12:05 **Welcome to the Develop stage**
Hosted by Olga Andreevskikh, Senior Content Producer, Questex
- 12:05 - 12:45 **Future-proof development: Balancing risk, demand, and opportunity**
 This panel brings together hospitality leaders to explore how smart design, innovative solutions, and bold thinking can elevate performance despite high build costs and a complex regulatory environment. Discover how future-focused developments are balancing creativity with commercial returns and sustainability.
Moderated by Maria Calvo, Director Hotel AM & Advisory, Savills
In conversation with:
Martina Maly-Gaertner, COO, Member of the Board, UBM Development
Yannick Wagner, Deputy CDO Europe & North Africa, Premium, Midscale & Economy Brands, Accor
Luciano Scarfone, Investment Director, Pygmalion Capital
Valerie Schuermans, CDO Western Europe, Radisson Hotel Group
- 12:45 - 13:00 **Rethinking procurement: Why fit-out projects keep failing and how trusted value design fixes it**
 Traditional procurement models continue to deliver the same outcomes: extended timelines, cost overruns, compromised design quality and strained relationships. In this short presentation, hear about Trusted Value Design approach - a smarter, more collaborative way to procure fit-out and refurbishment projects that aligns objectives early, protects design intent and delivers greater certainty on cost, time and outcomes.
Jake Whiteside, Business Development Director, Envisage Interiors
- 13:00 - 14:00 **Networking lunch** (Potsdam Auditorium)
- 14:00 - 14:45 **Pivot: High ROI hotel conversions**
 Discover how brand conversions are driving returns across EMEA and what it takes to get them right. From reflagging independents to repositioning underperforming assets, this session unpacks the strategies, risks, and rewards behind one of today's most active deal trends.
Moderated by Louise Wallace, Partner CMS Head of corporate / M&A, CMS
In conversation with:
Guy Pasley-Tyler, Co-CEO, Archer Hotel Capital
Matt Walton, Head of Development for UK&I, IHG Hotels & Resorts
Paul Thomas, Vice President, International Hotel Development, Marriott International

- 14:45 – 15:00 **Off-stage chat – Hotel conversions**
Catch up with the speakers to ask them questions and continue the conversation informally.
- 15:00 - 15:45 **Rethinking assets: Adaptive reuse and hybrid opportunities**
From converting offices and retail spaces into hotels to integrating hybrid concepts, hear how investors and developers are unlocking new value through transformation and flexibility. Discover what it takes financially, operationally, and strategically to make conversions work and future-proof assets in an evolving market.
Moderated by Richard Candey, Head of Hotel Development, Colliers
In conversation:
Navneet Bali, Founder & CEO, LyvInn Hotels
Oliver Winter, CEO, A&O Hostels
Sebastien De Courtivron, Deputy CEO Hotels, Covivio
Marije Bekker, Vice President Hotel Commerce, Arountown
- 15:45 – 16:00 **Off-stage chat – Adaptive reuse**
Catch up with the speakers to ask them questions and continue the conversation informally.

Destination Hub (Schoneberg I,II,III)

Exploring opportunities in emerging and high-growth hospitality destinations

- 09:45 – 10:45 **Destination Spotlight: Italy**
Discover Italy's booming hotel market at IHIF EMEA: a key European growth hub attracting international brands and investors, energized by tourism growth and recent Olympic success, offering unmatched opportunities for expansion.
Hosted by Italian Trade Agency
Moderator: Giorgio Palmucci, former President, Associazione Italiana Confindustria Alberghi
In conversation with:
Claudio Ceccherelli, Director of Operations, Le Graal
Angelica Corsini, Director, Head of Business Development, Arsenale Group
Mattia Silvestrin, Investment Desk Executive at FDI Berlin, ITA - Italian Trade Agency
Sofia Gioia Vedani, CEO, Planetaria Hotels and Vice President, Associazione Italiana Confindustria Alberghi
- 11:00 – 11:45 **Investing in Morocco: Capitalising on a fast-evolving tourism and hospitality market**
Discover Morocco's key investment opportunities, emerging destinations, and strategies for building sustainable partnerships. Engage directly with senior experts and ask your questions during the discussion.
Hosted by Moroccan Agency For Tourism Development- SMIT
- 12:00 – 12:45 **Investing in destinations: Building partnerships for growth**
Explore how governments, local authorities and destination organisations can partner with travel, tourism and hospitality stakeholders to strengthen destination appeal, attract sustainable investment and drive long-term commercial growth through coordinated strategy, shared priorities and collaborative development.
Hosted by: James Chappell, Global Business Director, Horwath HTL
In conversation with:
Imad Barrakad, CEO & Chairman, Moroccan Agency for Tourism Development (SMIT)
Marinos Giannopoulos, CEO, Enterprise Greece
- 13:00 - 14:00 **Networking lunch** (Potsdam Auditorium)

- 14.00 - 14.45 **Redefining Greek hospitality investment: Luxury, sustainability, and strategic partnerships**
 Greece's hospitality sector is shifting toward sustainable, high-end development supported by new investor-brand collaborations. This session explores emerging luxury and ESG-driven opportunities, destination-specific dynamics, and how strategic partnerships are reshaping investment potential across Greece's most in-demand regions.
Moderated by Hilda Alisandratou, Director Investment Promotion, Enterprise Greece
In conversation with:
Diane Daudin Clavaud, Corporate Director of Global Business Development, Nobu Hospitality
Alex Robinson, Director, STR
Haris Siganos, CEO, Zeus International
Alexandros Vassilikos, President, HOTREC & Hellenic Chamber of Hotels
- 15:00 - 15:45 **Portugal: Policy. Performance. Capital**
 This workshop brings together institutional insight, global market perspectives, and on-the-ground investment experience to position Portugal as a credible and scalable hospitality investment market.
Hosted by Turismo de Portugal
Elisabete Félix, Director | Business Development, Turismo de Portugal
José Tiago Silva, Partner - Hospitality and Real Estate business area, Explorer Investments
- 16:00 – 16:30 **Networking coffee break** (Exhibition)

Vision Stage (Potsdam Auditorium)

The main stage for market-defining voices to share big ideas and bold insights

- 16.30 - 16:35 **Welcome back: Strengthening partnerships, unlocking value**
Jonathan Langston, Conference Host, Questex
- 16:35 – 16:55 **Hospitality-powered growth: How can public, private and people truly align?**
 Hospitality is often positioned as a catalyst for regeneration and destination growth but alignment is rarely straightforward. In this conversation, two leaders examine how investors and operators, public authorities and institutions, and end consumers can genuinely coexist. Drawing on real public-private partnerships, they explore where collaboration works, where friction may emerge, and what it really takes to unlock growth while maintaining public trust and commercial viability.
Moderated by Chad Thomas, Europe Executive Editor, Bloomberg News
In conversation with:
Federico Gonzalez Tejera, Executive Vice Chairman, Radisson Hotel Group / Louvre Hotels Group
Gloria Guevara, CEO & President, WTTC
- 16:55 – 17:30 **Shaping places: How hospitality drives value by redefining real estate innovation**
 Hospitality sits at the heart of real estate innovation, redefining how spaces serve guests, communities, and investors alike. This discussion explores how the sector drives value for all stakeholders and influences other asset classes through innovative and adaptable concepts that meet evolving living needs while enhancing overall performance.
Moderated by Larissa Esser, Senior Advisor, Colliers
In conversation:
Phil Andreopoulos, CEO, Yotel
Gilles Clavie, CEO, Essendi
Vincent Mezard, Global Head of Residential and Hospitality, BNP Paribas Asset Management
Tugdual Millet, CEO Hotels, Covivio

Networking

18:00 – 19:30 **Networking Drinks** (Exhibition)

Wrap up Tuesday in style at our second-night evening reception. 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.

Wednesday, 25 March 2026 - PERFORM

Wellness Experience

07:15 – 08:00 **Morning run**

A casual morning run and fresh air in Tiergarten park to build energy and connections.

07:45 – 08:30 **Yoga - Begin Anew** (Hugos East)

Ease into the last conference day with a grounding yoga session that refreshes your senses and clears your mind. This gentle practice invites you to set intentions, release yesterday's weight, and embrace the day ahead with balance and clarity.

Content-Fuelled Networking

Curated sessions where tailored content sparks meaningful connections

08:00 – 09:00 **Breakfast roundtables: Hospitality meets rich discussion** (Kopenick I,II,III)

Join IHIF EMEA participants for an informal and enlightening discussion over coffee and a light breakfast.

EEA Roundtable - Owning the risk: A hospitality think tank on disclosure, capital and resilience (Kopenick I)

As global reporting frameworks converge, hospitality must ensure its standards reflect asset-level reality. This working session gathers investors, asset managers and lenders to examine how emerging sustainability accounting standards can strengthen insurability, bankability and valuation transparency.

Hosted by Ufi Ibrahim, CEO, EEA

In conversation with:

Olivier Granet, Managing Partner & Co-CEO, Kasada Capital Management

Experience Converse + Connect

 (Bellevue)

Raising the experience to deliver returns

09:15 – 10:00 **The ROI of experience: Creating amenities and services that perform**

How can experiential elements of hospitality, from F&B and wellness to hybrid concepts and other amenities, elevate hotel performance and real estate value? Engage in a discussion with owners and operators on how to prioritise investments, measure impact, and consistently deliver profitable, differentiated experiences that drive loyalty and asset performance.

Hosted by Pierre Ricord, Head of Consultancy – Hotels, Christie & Co

In conversation:

Andrew Boshoff, Chief Financial Officer, Global Hotel Alliance (GHA)

Thomas Douzis, Founder & Chief Executive Officer, Ergon

Billy Skelli-Cohen, CEO, Beaumier

Dr Tobias Schulz, Managing Director Restaurant & Bar Partnerships, Hilton

- 10:15 – 11:00 **Capitalising on the outdoors: Camping, glamping and open-air hospitality**
Once niche and fragmented, outdoor hospitality is maturing and attracting the attention of leading investors and brands. Explore the professionalisation and capital flows transforming camping and glamping into core components of modern leisure portfolios.
Hosted by Pierre-Edouard Vintrou, Independent Advisor
In conversation:
Luis Amézola, Associate Director | RE Investment, Hospitality, Meridia Capital
Anne-Marie Auriault, Director - Asset Management, RoundShield

Align Converse + Connect (Charlottenburg II,III)

Bringing hospitality stakeholders together to drive performance

- 09:15 – 10:00 **Management agreements: Balancing brand premium, P&L pressures, and flexible partnerships**
In an environment defined by shifting economics, evolving guest expectations, and rising cost pressures, how can management agreements remain fit for purpose? This session explores how owners and brands are rethinking deal structures to balance brand value with P&L realities and create partnerships built for long-term flexibility and performance.
Moderated by Simon Price, International Head of Hotels, Hospitality and Leisure, Bird & Bird
In conversation with:
Daniel Johansson, Director of Development and Acquisitions, Cheval Collection
Olivier Jacquet, COO, United Hospitality Management
Miguel Martins, Head of Developments for Northern Europe, IHG Hotels & Resorts
Phil Golding, Partner, Cedar Capital Partners
- 10:15 – 11:00 **Franchise dynamics: Stakeholder relations and opportunities for growth**
Franchising remains a powerful growth model in hospitality but success depends on getting the partnership right. This session explores the evolving dynamics between brands, owners, and operators, unpacking how contracts are structured, where challenges arise, and how collaboration can unlock stronger performance and long-term value.
Moderated by Babette Märzheuser-Wood, Founding Partner Franchise Group, Managing Director, Dentons Franchise Advisory Services
In conversation with:
Jens Blomdahl, Principal ECS, KSL Capital Partners
Ashley Kraiss, Chief Financial Officer, Westmont Hospitality
Laia Lahoz, Chief Assets & Development Officer, Minor Hotels

Hospitality Investor Converse + Connect (Tiergarten I,II,III)

Unlocking opportunity where life and hospitality intersect

- 09:15 – 10:00 **Serviced apartments: Leveraging the rise of operated living in Europe**
How are operators and investors capitalising on the growing serviced apartments market? Explore the evolution of the model, operational approaches, and distribution strategies, while highlighting growth opportunities across key cities and segments.
Moderated by Alexander Trobitz, Managing Director, Head of Hotel Services, BNP Paribas Real Estate
In conversation with:
Sophie Donabedian, Chief Marketing Officer, B&B HOME
Thomas Lamson, VP Development & PTS EMEA, The Ascott Limited
Ralph Stock, CEO, ipartment
- 10:15 – 11:00 **Living concepts: Hybridisation of hotels and hotelisation of living**

With demand for residential assets soaring across Europe, operated living (serviced apartments, micro-living, co-living, student housing, senior living and more) is emerging as a compelling growth opportunity for real estate investors and blurring the lines between residential and hospitality. This session explores the models driving this trend, and the investment potential in this evolving sector.

Moderated by Philip Bacon, Senior Director, Horwath HTL

In conversation:

Luca Bovone, CEO & Founder, Habyt

Jason Leong, Chief Investment Officer, Frasers Hospitality

Tobias Reinecke, Head of Investment & Development EMEA, Choice Hotels International

Dr. Sabine Schaffer, Co-Founder & Managing Partner, Pro-Invest Group

Develop Stage (Charlottenburg I)

Driving hospitality growth through smart development

09:15 – 10:30 Pitch perfect: New hospitality development project showcase

Witness the future of hospitality development in this fast-paced showcase where visionary companies pitch their most exciting projects to a panel of industry judges. Discover the concepts redefining the guest experience — and the investment strategies making them a reality. The winning project will be featured on Hospitality Investor, earning standout visibility across the global industry.

Moderated by Olga Andreevskikh, Sr Conference Producer, Questex

Judges:

Patrick Whyte, Editor-In-Chief, Hospitality Investor

Roger Allen, Group CEO, RLA Global

Anna Cohen, Investment Director, Extendam

Finalists:

Kaivan Faria, Chief Financial Officer, Montingegnoli SRL

Jose Matheu, Corporate Development Director, Bahia Principe Hotels & Resorts

Karl Chehab, Chief Operating Officer, Kourtidis Group

Destination Hub (Schoneberg I,II,III)

Exploring opportunities in emerging and high-growth hospitality destinations

08:15 – 09:00 Spain - Championing high-growth hospitality and living opportunities

Spain's vibrant hospitality market offers varied investment potential across leisure, urban assets, and alternative concepts, from hostels to co-living. Discover the dynamics, demand drivers, and opportunities shaping the country's next wave of growth.

Moderated by Ivar Yuste, Partner, PHG Hotels & Resorts

In conversation with:

Jorge Ruiz Andrés, Head of Hotels Iberia, CBRE Ltd

Dominic Seely, Chief Development & Acquisitions Officer, Room Mate Hotels

Pedro de Vega, Investment Associate Director, Azora

09:15 – 10:00 The Nordic frontier – Mapping the new landscape for hotel investment in the region

Once dominated by local players, the Nordic hospitality market is now opening to regional and global investors. With favourable currency dynamics, rising travel demand, strong sustainability credentials, and new conversion opportunities, examine how the region offers compelling long-term potential for brands and capital.

Moderated by Christian Kielgast, Partner, Nordic Hotel Consulting

In conversation with:

Fredrik Andersson, Vice President – Investments, Mohari Hospitality

Eduard Elias, Advisor, M&L Investments

Stefan Giesemann, Managing Director, EMEA Hotels & Hospitality Capital Markets, JLL

Robin Stenlund, Investment Director & Portfolio Manager, CapMan Hotels

- 10:15 – 11:00 **Germany's hospitality upswing: The German hotel investment reset**
After a challenging period, optimism is returning to the German hotel investment market. This session explores the improving sentiment, shifting investor appetite, and emerging opportunities across Germany's key regions, offering brands and capital a clearer view of the road ahead.
Moderated by Laura Wenk, Director, Eastdil Secured
In conversation with:
Patrik Hug, Director, Alternative Investments, Europe, Invesco Real Estate
Andreas Löcher, Head of Department Investment Management Operational (Hotel & Retail), Union Investment Real Estate GmbH
Tim Zeichhardt, Vice President, International Hotel Development, Germany, Austria, Switzerland, Marriott International

The Most Instagrammable Hotel in the World (Hugos South)

Hospitality design and experience – Powered by Luxury Travel Advisor

- 9:30-9:45 **Networking and welcome to the Most Instagrammable Hotel in the World**
Host: Cameron Sperance, Content/Editorial Director, Questex
- 9:45-10:15 **Selling the dream: How travel advisors navigate shifting consumer tastes**
A fireside chat with an invitation-only luxury travel advisor sharing insights on changing traveller booking behaviour and stay requirements.
Host: Cameron Sperance, Content/Editorial Director, Questex
In conversation with:
Daria Guristrimba, CEO and Founder, Globe7
- 10:15 – 11:00 **Mixed roundtable: From concept to client: Bridging the gap between investment and the guest experience**
An interactive session giving you the opportunity to join the discussion, ask questions to the experts and share your experiences.
- 11:00 – 11:20 **Networking coffee break**

Wellness Experience

- 11:00 – 11:30 **Mindbreak** (Hugos East)
Take a break and recharge before the last session with a guided mindfulness practice.

Vision Stage (Potsdam Auditorium)

The main stage for market-defining voices to share big ideas and bold insights

- 11:20 – 11.30 **Cutting through the noise: The top trends shaping hospitality**
If you remember only three things from IHIF 2026, this session captures them: an expert distils the strongest themes into three defining trends.
Hosted by Jonathan Langston, Conference Host, Questex
Presented by Ömer Isvan, President, Servotel
- 11.30 - 11.45 **Young leader award – In partnership with ISHC**
Celebrating the rising stars of hospitality real estate, IHIF EMEA and ISHC honour an exceptional young professional whose vision and drive are shaping the industry's future. An inspiring conversation with the award recipient as they share insights into their journey, motivations, and outlook.

Andrea Belfanti, CEO, ISHC
In conversation with the recipient of the Young Leader Award 2026

11.45 - 12.15 **Driving alpha: Delivering returns through smart asset and operations management**

In a challenging cost environment, hospitality investors and operators need financial flair and creativity to optimise every aspect of their assets: explore practical strategies for driving performance, enhancing operational efficiency, and unlocking value.

Moderated by Joanne Dreyfus, Partner, Deloitte

In conversation with:

Winner of the 10th HAMA Europe Awards

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

Céline Vercollier, CEO, B&B Hotels Group

12.15 - 13.00 **Question time: Shaping the future of hospitality – redefining returns, reimagining value**

In this audience-led session, explore how hospitality leaders can future-proof their businesses in a rapidly evolving market. Discover how to leverage technology, ESG strategies, hybrid concepts, and emerging trends to invest, operate, and innovate with confidence. Gain insights to redefine your strategy and reimagine hospitality investment for long-term growth and resilience.

Moderated by Alexi Khajavi, Group President, Questex

In conversation with:

Natalia Kolotneva, Head of Asset Management Partnerships, LaSalle

Dimitris Manikis, President EMEA, Wyndham Hotels & Resorts

Elie Younes, Global Chief Development Officer, Radisson Hotel Group

Camil Yazbeck, Global Chief Development Officer, Accor

13.00 – 14.00 **Closing lunch** (Exhibition)

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