



ESLA

Extended Stay Lodging Association



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The Extended Stay Development & Operations Workshop

ESLA DEVELOPMENT &
OPERATIONS
WORKSHOPS

Crowne Plaza Atlanta
Perimeter at Ravinia

December 4, 2024



HYATT®

Hilton®

CHOICE
HOTELS®

FIVE STAR
GROUP

DIRECTV

MARRIOTT

WYNDHAM
HOTELS & RESORTS

SONESTA
INTERNATIONAL HOTELS

DELLISART
HOSPITALITY

Aimbridge

LM LODGING
MEDIA

Red Roof

**extended
STAY
AMERICA**
suites

ACCESS POINT

Great Lakes Supply
Packaged HVAC, Appliance & Energy Management Experts

OpsTechPro

Morning Session

Developers & Owners

7:30 a.m. – 8:15 a.m.

Breakfast

8:15 a.m. – 8:30 a.m.

Welcome & Kick Off

Doug Artusio [ESLA](#) | Cindy Estis Green [KALIBRI LABS](#)

8:30 a.m. – 9:45 a.m.

Development Data: US Overview; Regional and Market Overview

Mark Skinner [THE HIGHLAND GROUP](#) | Cindy Estis Green [KALIBRI LABS](#)
Jennifer Hill [KALIBRI LABS](#)

Examines the supply and demand patterns for the U.S. Extended Stay lodging sector and demand patterns for upper, mid and lower tier Extended Stay properties. Extended stay demand (7+ nights) will be shared for the 5 states in the region (GA, NC, SC, TN, AL) and some insights into how market and submarket demand can be assessed for development.

9:45 a.m. – 10:00 a.m.

Break

10:00 a.m. – 10:45 a.m.

**Panel: New Builds, Conversions, and Underwriting
for Extended Stay**

Moderated by Cindy Estis Green

Ben Brunt [NOBLE](#) | Philip Cox [COX](#) | Ryan Maher [NOBLE](#)
David Perrin [HUNTER](#) | Kerry Ranson [RAINES](#)

Examines issues involved in underwriting for extended stay; how 7+ night demand may alter property design; differences in sourcing capital; questions a developer may ask to streamline regulatory approvals.

10:50 a.m. – 11:30 a.m.

**Panel: Brand Selection, Chain Scale, and Operating
Strategies**

Moderated by Cindy Estis Green

Jason Ballard [HYATT](#) | Frank McFadden [HILTON](#)
Robert Scribner [CHOICE](#) | Ron Stewart [MARRIOTT](#)
Dave Willner [WYNDHAM](#)

Definitions of brands in extended stay vary widely and each has its own unique approach to the market. The panelists will discuss the questions a developer may ask when deciding to build or convert an extended stay property.

Thank You & ESLA Update

Kimberly Rowell [FIVE STAR HOSPITALITY](#) | Heather Vandergriff [WYNDHAM](#)

11:30 a.m. – 12:30 p.m.

Lunch

Afternoon Session

Owners and Operators

11:30 a.m. – 12:30 p.m.

Lunch

08:15 a.m. – 8:30 a.m.

Welcome & Kick Off

Doug Artusio [ESLA](#) | Cindy Estis Green [KALIBRI LABS](#)

12:30 p.m. – 1:00 p.m.

Operations Data: Hotel Commercial Performance Evaluation

Jennifer Hill [KALIBRI LABS](#)

The performance metrics that guide the hotel as it ramps to profitability differ for extended stay lodging. Understanding ESOcc and the Length of Stay Tiers 1-4 are important for any operator to achieve targeted results.

1:00 p.m. – 2:00 p.m.

Voice of the Customer

Joff Romoff [PRESIDENT, CORPAY](#)

Hearing from one of the largest extended stay customers (Corpay/CLC), the variety of industry and business types will be reviewed to illustrate how an extended stay property has to adjust to adapt to some unique customer needs.

2:00 p.m. – 2:45 p.m.

Panel: Customer Acquisition

Moderated by Cindy Estis Green

Arturo Jimenez [ARK](#) | Brian Macaluso [SONESTA](#)
Jenny Meyer [CHOICE](#) | Kimberly Rowell [FIVE STAR](#)

Customer Acquisition for an extended stay property calls for a business mix that is designed to meet profitability objectives and to compete with both traditional and extended stay properties. The panel will discuss how they approach this challenge.

2:50 p.m. – 3:30 p.m.

Panel: Operational Efficiency

Moderated by Cindy Estis Green

Doug Artusio [DELLISART](#) | Nan Cummings [INTERMOUNTAIN](#)
Arturo Jimenez [ARK](#) | Liz Uber [ESA](#)

Driving Efficiency in Operations means managing costs and planning process and labor to achieve all the efficiencies that Extended Stay properties can achieve. This panel will discuss best practices, safety/security issues and brand standards.

Thank You & ESLA Update

Kimberly Rowell [FIVE STAR HOSPITALITY](#)
Heather Vandergriff [WYNDHAM](#)

3:30 p.m. – 5:00 p.m.

Cocktail Reception



Douglas Artusio

Extended Stay Lodging Association

Founder & Chairman

A veteran of the hospitality industry serving in a wide variety of leadership roles. Spent 19 years at Marriott on property and at the Corporate Headquarters in Operations as well as Sales & Marketing roles. This led to senior roles at IHG running the Sales and Marketing for all 230 of the Company and Managed Hotels and then transitioned to lead the Western Region of the US as VP of Franchise Sales completing over 500 new hotel deals. With this background, founded Dellisart Hospitality (www.dellisart.com) as an Ownership & Management company developing multiple properties covering several brands and segments. Today Dellisart Hospitality serves approximately 75 hotels through its Full Service Management, Revenue Management and Direct Sales business extensions. Recently, Doug founded and currently serves as Chairman of the Board of the Extended Stay Lodging Association, (www.esla.org) a nonprofit trade Association which is known to be the leading source of education and information sharing in the Hospitality Industry.



Jason Ballard

Hyatt Studios

Head of Operations

Jason Ballard serves as Head of Operations, Hyatt Studios, Hyatt's first upper-midscale extended-stay brand announced in 2023. In this role, he's leading the brand's expansion by fostering relationships with owners, developers, and franchisees.

Responsible for the strategic oversight of commercial services, finance, brand, feasibility, and design teams, Ballard is dedicated to the brand's growth and financial success. Additionally, he'll oversee operational excellence by optimizing property performance and ensuring adherence to brand standards.

Most recently serving as Hyatt's VP of Franchise Operations, Select Service, Ballard was instrumental in establishing Hyatt's Franchise & Owner Relations Group. Under his leadership, the Americas Select Service Franchise portfolio saw its highest-ever owner and operator satisfaction scores.

Since joining Hyatt in 2006, Ballard has held positions in Revenue Management, Capital Planning and Operations Analytics across three regions – Americas, Asia Pacific, and EAME. He played a critical role in establishing the global footprint of the Hyatt Place and Hyatt House brands, spearheading the first Hyatt select service properties in Thailand, China, Japan and Australia, and the first Hyatt properties in Barcelona, Athens and Budapest.

An alumnus of University of Virginia, Jason lives in the Chicagoland area with his wife Stephanie, and their two children, J.J. and Olivia.



Ben Brunt

Noble

Managing Principal & Chief Investment Officer

Mr. Brunt is a managing principal and chief investment officer responsible for leading a team of investment professionals to accomplish Noble's strategic acquisition and development goals. This involves the sourcing and underwriting of all new investments encompassing individual asset and portfolio acquisitions, land and new development opportunities, market and investment analysis, and brand positioning.

Prior to joining Noble in 2005, Mr. Brunt held senior investment roles at Songy Partners and Hardin Capital. He began his career in hotels with Homestead Village, a mid-scale extended stay lodging brand founded by Security Capital Group, and has more than 25 years of hospitality industry experience.

Mr. Brunt earned an MBA from Southern Methodist University and a BA from Trinity College. He is a former professional violinist and spent two years as a member of the Memphis Symphony Orchestra. Mr. Brunt currently serves as a board member of the Atlanta Symphony Orchestra, the Atlanta Midtown Alliance, and the Buckhead Coalition. He is also a member of the AHLA Lodging Investment Council and a member of the Urban Land Institute.



Philip Cox

Cox Universal Group

Co-Chief Executive Officer • Co-Founder

With 23 years of experience in commercial real estate development, Philip serves as Co-CEO of the Cox Universal Group and co-owner of Mitch Cox Construction and Cox Property Management. Their subsidiary Mitch Cox Construction primarily builds all their development projects. Cox Property Management manages 2 million SF of commercial property in the Tri Cities region of TN.

Previously, Philip developed retail, apartment, self-storage, and hotel projects for Mitch Cox Companies over the last 17 years. From 2010-2022, he focused primarily on increasing Hotel Management Services economy extended stay hotel portfolio and building a great team. HMS reached up to 24 Hotels. In 2023, Philip negotiated a development deal with Wyndham hotels to develop 12 Echo Suites extended stay hotels over the next 7 years.

Before coming to Mitch Cox Companies, Philip was a successful commercial real estate broker in Dallas, TX with the firm Marcus and Millichap. Philip is a graduate of Southern Methodist University where he holds a BBA in Real Estate Finance. He lives in Johnson City, TN where he previously served as President of Johnson City Development Authority. He has also served on the United Way executive team, Coalition for Kids board, and the Johnson City Sports Foundation, which managed the Minor League Baseball team Johnson City Cardinals. He is a former Rotarian and Paul Harris Fellow. Philip enjoys golf, travel, and spending time with friends and family. Philip is married to Sarah and they have three kids: Charlie, Ella, and Kensi.



Nan Cummings

InterMountain Management

Chief Operating Officer

Nan Cummings began her career with InterMountain in 1991, and during those 30 years she has been involved in many different areas of the company. In her role as Chief Operating Officer, she strives to keep the InterMountain family culture intact as the company continues to grow. She fosters owner relationships and is involved in the development of new hotels, bringing new hotels to the management portfolio and creating growth opportunities for InterMountain teams. Nan is focused on making sure the company's strategic initiatives move forward and are successful. With a clear understanding of the importance of operations, sales and revenue, Nan engages the entire team to produce the best results for each hotel. Nan is based at Home Office in Monroe, LA.



Cindy Estis Green

Kalibri Labs

CEO & Co-Founder

Cindy Estis Green's career began in corporate marketing and senior operations with Hilton International. After founding the data mining company, Driving Revenue, and selling it to Pegasus Solutions, Ms. Estis Green spent twelve years as managing partner of The Estis Group working with hotel owners on targeting value growth in their assets.

Estis Green has been honored as one of the hotel industry's 25 Extraordinary Minds in Sales and Marketing, was inducted into the prestigious Hospitality Technology Hall of Fame, named as one of Cornell University's 90 Influential Hoteliers and received the HSMAI Vanguard Award for leadership in moving the field of revenue optimization toward a focus on profit contribution. She was named an industry "game-changer" when honored by the Cornell Hotel Society as a member of the 2023 Class of the Hotelier Hall of Fame. A prolific published author, Estis Green is highly sought after as a speaker on topics related to digital disruption and the impact on the economics of hotels.

Ms. Estis Green co-founded Kalibri Labs, a next-generation commercial strategy platform to evaluate, predict, and benchmark hotel revenue performance. Using data science, Kalibri Labs helps hoteliers optimize profit contribution to improve asset value and supports the real estate community with tools that refine underwriting for investment and development. Estis Green holds a BS degree from Cornell University and an MBA from The American University.



Jennifer Hill

Kalibri Labs

VP of Commercial Strategy

Prior to joining Kalibri Labs, Jennifer worked with several third-party management companies and has experience in operations and revenue strategy at branded and independent hotels in major markets. Jennifer has been an advisory board member for the Washington DC chapter of HSMAI since 2015 and served for four years on HSMAI's Revenue Optimization Advisory Board and as co-chair for its annual Revenue Optimization Conference (ROC). Jennifer is the winner of HSMAI's Revenue Optimization Professional of the Year and Top 25 Minds in Sales, Marketing and Revenue Optimization awards, and is a frequent speaker at ROC and other industry conferences, where she shares her knowledge and experiences, inspiring others to pursue careers in hospitality.



Arturo Jiménez

ARK Hospitality

Vice President of Onboarding and Training

Arturo Jimenez is the vice president of onboarding and training for ARK.

Arturo's career started at the young age of 19 years old as a DJ for Royal Caribbean. There he met the love of his life. After about 5 years, Arturo moved to Puerto Rico to work with the largest Puerto Rican hospitality company by managing a Howard Johnson in Mayaguez. Two years later, Arturo decided to move to Virginia to work with various hotels like Williamsburg Marriott, Kingsmill Resort, The Jefferson Washington DC Boutique Hotel, and the Hilton Oceanfront Virginia Beach. Throughout his time at these hotels, Arturo was the director of rooms, the director of housekeeping, a hotel manager, and, most recently, a regional vice president for Sandpiper.



Brian Macaluso

Sonesta International Hotels Corporation

Vice President of Global Sales

Brian Macaluso joined Sonesta in 2021, leading the Global Sales team through Sonesta's exciting growth and expansion. Brian plays a crucial part in the functionality of Sonesta's Global Sales Organization, connecting Sonesta's clients to its hotels through various market segments, including business travel, groups and meetings, airline partnerships, leisure, and long-term stay. Brian's career in the hospitality industry spans more than 20 years. Previously, Brian held multiple leadership roles with Marriott and Starwood across the country all while being based in Boston. As a graduate of the University of Massachusetts Amherst, Brian would tell you that this is where his passion for the hotel industry and hospitality sales began.



Frank McFadden

Hilton

Senior Director of Development, Southeast Region

Frank McFadden currently serves as the Senior Director of Development for the Southeast Region overseeing Hilton's franchise development efforts in Florida and Tennessee. Before joining Hilton's Franchise Development team in 2015, Frank spent 16 years in Hilton's Feasibility and Investment Analysis department analyzing markets for new developments and conversions. Frank's current responsibilities include the development and execution on Hilton's development strategy across his markets through thoughtful due diligence including the utilization of hotel performance analysis, future market growth potential, supply and demand review, and Brand selection. Further, Frank leads Hilton's franchising efforts within his markets by cultivating strong strategic relationships with owners, operators, brokers, architects, and hospitality consultants. Prior to joining Hilton, Frank worked for Coopers & Lybrand accounting firm in the audit department while also earning his CPA license.



David Perrin

Hunter Hotel Advisors

Senior Vice President

David Perrin, Senior Vice President, joined the firm in 2011 and is actively involved in all aspects of the company's hotel brokerage and capital market advisory services. He has experience completing single asset and portfolio transactions totaling over \$4.0 Billion in volume during his tenure with HUNTER.

Prior to joining the firm, Perrin worked with InterContinental Hotel Group (IHG) as the North America Business Development Manager and as an analyst for CBRE.

Perrin has a Bachelor of Arts degree in Economics with Financial Applications from Southern Methodist University and resides in Atlanta with his wife and two children.



Kerry Ranson

Raines

Partner & President of Operations

Kerry leverages his extensive industry experience and well as the relationships he has cultivated over the 26 years to further the growth of the Raines Company portfolio of managed properties nationwide.

Formerly Co-founder and CEO of HP Hotels a third-party hotel management company and President and Chief Operating Officer of Expotel Hospitality Services, a New Orleans-based hospitality ownership, management and development company, he also held the prestigious position of 2015 Chairman of IHG (InterContinental Hotels Group) Owner's Association.

Kerry began his hospitality management career in the food and beverage arena with Ruby Tuesday's restaurant chain. He entered the lodging side with Mirage, opening the Beau Rivage Resort in Biloxi, Mississippi and also spent time with Wilson Hotel Management Company. In 1999, Kerry joined IHG as an Area Director, then joined the start-up team of HP Hotels, which grew to more than 35 hotels in 16 states.

After joining Expotel Hospitality as a partner in 2010, Kerry helped move Expotel to a TOP 50 Management Company 2012, 2013, 2014, & 2015. Kerry's extensive client relationships span over well-known groups such as the Laurus Corporation, Stratford Hospitality, The Berger Company & Hotel Capital, to name a few. Kerry is well recognized in the hospitality industry by both peers and industry experts.



Joff Romoff

Corpay

Group President, Lodging

Appointed Group President of Lodging Payments in January 2023, Joff Romoff oversees all facets of the business, which helps companies book, manage and pay for workforce travel. Prior to joining us, Romoff served as Vice President, Commercial – Southeast Asia and Korea at IHG Hotels and Resorts where he managed all aspects of the Commercial organization including Sales, Revenue Management, New Hotel Openings and Commercial Country Performance. Previously, Romoff spent 11 years at SAP Concur, as Head – Global Travel Supplier and Partner Management where he was responsible for all commercial aspects of the global portfolio of accommodation, payment, and aviation segments. His background also includes senior roles with Amadeus, Expedia, Air Miles and Air Canada.



Kimberly Rowell

Five Star Hospitality

Executive Vice President

With a career spanning over 35 years, Kimberly's journey has been characterized by leading teams of exceptional hospitality professionals to award-winning successes, showcasing her extensive, multi-faceted expertise in the field.

Kimberly has been instrumental in overseeing a substantial portfolio that includes franchised assets from Hilton, Marriott, IHG, Wyndham, and Choice Hotels, under the aegis of leading organizations such as Blackstone, Winegardner & Hammons, and HP Hotels. This exposure has allowed her to engage with some of the industry's most advanced training and management practices.

Known for her proficiency in business intelligence analytics, Kimberly excels at hospitality operations and implements strategic plans that effectively drive results and enhance operational efficiency.

Kimberly is responsible for overseeing operations, financial performance, accounting, revenue management, human resources, sales, marketing, quality control, franchise relations, and owner relations across a diverse portfolio of hotels.

Kimberly has earned both Certified Hotel Administrator (CHA) and Certified Hotel Owner (CHO) certifications. She is a founding Board Member of the Extended Stay Lodging Association, an active member of Women Leading Hospitality, and a past member of the Owners Advisory Councils for Hilton, IHG, and Choice Hotels.



Robert Scribner

Choice Hotels International

Regional Vice President of Franchise Development

Robert specializes in new construction extended stay hotel development. He is an expert in the field and brings a wealth of knowledge and experience. His deep understanding of the market and strategic approach has earned him numerous accolades within his organization. Robert has been a featured speaker on several industry panels, where he has shared insights on hotel development and investment. His ability to identify and capitalize on emerging trends makes him a sought-after thought leader in his space. In his free time, Robert enjoys travel, outdoor activities, and spending time with his family.



Mark Skinner

The Highland Group

Partner

Mark has completed market and feasibility studies for all types of hotels including limited-service, full-service, convention center, resort and extended-stay properties. His experience includes most primary and secondary US hotel markets across 44 US states, Canada and 3 European countries. Mark Skinner is a frequently quoted expert on extended-stay lodging.

His research and comments have been featured in dozens of publications including: The Wall Street Journal, The New York Times, USA Today, Barron's, Hotel & Motel Management, Lodging Hospitality and Business Travel News. Mark has more than 30 years experience in the real estate and hotel industries, working exclusively in the hotel sector since 1994. He has been a partner in The Highland Group since 1999.



Liz Uber

Extended Stay America

Chief Operating Officer and Executive Vice President of Operations

Liz Uber is currently the Chief Operating Officer and Executive Vice President of Operations for Extended Stay America, the leading brand in the U.S. for the mid-priced extended stay hotel segment. In this role, Liz has oversight of operations, purchasing, facilities, capital, and safety and security for 600 owned and managed hotels. Prior to joining ESA, Liz was a Senior Vice President of Operations with Aimbridge Hospitality overseeing 90+ upper mid-scale and full-service hotels. Her portfolio of hotels was owned by a large private equity firm as well as smaller individual owners, which allowed her the opportunity to understand and deliver on the expectations of a variety of ownership types.

Liz also worked as an Asset Manager with BRE Hotels & Resorts, a hospitality real estate platform. In this role, she had oversight of driving topline and EBITDA for 50 upscale, upper-upscale and full-service hotels around the U.S. Prior to joining BRE, Liz was with Pillar Hotels and Resorts for 11 years culminating as Senior Vice President of Revenue Management, Sales, and E-commerce for up to 250 hotels.

Liz is a graduate of Texas A&M University.



David Wilner

Wyndham Hotels & Resorts

SVP Franchise Development

David Wilner is Senior Vice President, Franchise Development at Wyndham Hotels & Resorts with more than 20 years of development and management experience in the hospitality industry.

In Mr. Wilner's current role, he directs and supervises franchise development responsibilities, including management of sales staff dedicated to limited service new construction brands. Most recently, David has focused in on ECHO Suites Extended Stay by Wyndham – a purpose-built, all new-construction brand designed to offer comfort and efficiency for owners and guests in today's booming extended-stay segment.

Mr. Wilner has been with Wyndham since their acquisition of La Quinta in 2018. He started at La Quinta as a Director of Franchise Development at the inception of their Franchise program in 2001 and served as Vice President of Franchise Development for the Western United States and Central America from 2007 through 2010 until being promoted to Senior Vice President Development in 2010. Prior to joining La Quinta, Mr. Wilner worked on Capitol Hill for a senior United States senator.

Education: Bachelor of Political Science – University of Arizona, 1997