

Yesterday, Today and Tomorrow

We asked a few industry legends and prominent Canadian Hotel Families to take a personal trip down memory lane and answer a couple of questions:

- **WHERE WERE YOU 20 YEARS AGO?**
- **BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?**
- **THINKING BACK OVER THE LAST 20 YEARS, WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?**
- **THINKING AHEAD TO 2036, WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY?**

Out of the 72 responses, an overwhelming majority said 20 years ago they didn't expect they would be in their current role! Why is that? It seems there isn't a clear path in this industry... looking back, maybe it was luck, maybe a mentor helped you, maybe a door opened and an opportunity arose, maybe it was grit and determination that got you where you are today and maybe, it was all of the above.

Enjoy these stories!



SCOTT ALLISON

RETIRED FORMER VP
MARRIOTT HOTELS & RESORTS



WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

Twenty years ago, I had just joined Delta as Vice President of Sales. I had previously been a customer and Simon Cooper hired me to be the voice of the customer—he said he had enough people who knew hotels. Within six months I added marketing to my responsibilities.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

I was pretty ambitious so I likely aspired to a senior management position, but being new to the hotel business, I likely approached the future without really knowing what the opportunities were.

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

The biggest changes are interesting: clearly the adaptation of leading edge, guest facing technology; the OTAs; Airbnb; the ascent of the third party asset manager and the global traveller. At the same time, the fundamentals continue as always: clean rooms, hot and cold food, location/location/location and friendly, service driven employees.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

Twenty years from now, I believe the boutique sector and higher end luxury hotels will continue to offer high-touch, personalized service with added insight from customer data. At the other end of the spectrum, consumers will take advantage of more technology to custom design a DIY experience. Video conferencing will continue to underwhelm and will only represent a relatively small threat to the hotel industry. Global travel will continue to grow as business and leisure travel from developing countries grows. Disruptors will make this an uneven growth track, which in turn will drive further industry consolidations. Hotels will have found a balance with the disruptors, just as the airlines have done, primarily by creating a better customer experience and maybe through partnering to own the complete customer travel experience.



JACK BARRY

REGIONAL DIRECTOR,
DEVELOPMENT
BEST WESTERN HOTELS
& RESORTS

WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

Twenty years ago, I worked in Franklin, Mass. and my title was Regional Director of Development Best Western International.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

Today I work in Franklin, Mass. and my title is Regional Director of Development for Best Western Hotels & Resorts! Same title. How many can say that? Twenty years ago I did NOT think I would be where I am today.

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

The effect of the Internet on so many facets of the hospitality business has been the biggest surprise to me.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

The hospitality business in Canada will really blossom in the next 20 years with Atlantic Canada finally getting its due as a world class tourist area!

MICHAEL BECKLEY

FORMER SVP
MARRIOTT INTERNATIONAL



WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

Twenty years ago, I was President of Commonwealth Hospitality, formerly Commonwealth Holiday Inns of Canada, UK & Caribbean.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

Back in 1996, I never thought my retirement would happen, and I'm still not sure it has!

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

The ownership structure has changed dramatically since 1996. Back in those days, Bob Demone, Simon Cooper and I were the “Three Musketeers” running the three largest hotel companies in Canada. Now there are a hundred D’Artagnans and no one is sure who owns what. That makes it difficult to pull the industry and industry partners together as a cohesive group for the greater good of the whole.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

Since I shall be a young 94, I have started training for glass eye rolling contests, wheelchair races and crutch fights at dawn for first on the shuffleboard so to accommodate me hotels will need these facilities in their fitness centres. On a more serious note, some 30 years ago, in an article for University of Guelph, I had predicted that by 2010 there would be only six major hotel companies in the world and six airlines, so it’s likely that those numbers would be halved again by 2036 primarily driven by the need to “own the customer.” The sharing generation through technology will grow and mature beyond Airbnb and Uber, and the industry will figure how to compete and coexist. I also believe that we will have gone way beyond demographics to psychographics as future generations will be looking for “the experience” and interaction when travelling for business or pleasure. That experience will need to go beyond four walls or a seat on a plane and exceed expectations. Successful independent or branded hotels will have figured out how to put the “soul” back into their operations. Employee loyalty will be as important as customer loyalty.



DEBORAH BOROTSIK

VP
CBRE HOTELS

WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

Twenty years ago I was working as a hospitality management consultant with the Economic Planning Group, while juggling being a new mom with a two year old and newborn.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

No, I certainly didn't think I would be where I am today. Women can feel like they are at a crossroads when they decide to have children as it really does take them out of the workplace for a period of time. I knew I didn't want to stay home full time, but hotel real estate wasn't even on the radar then.

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

The use of technology has had an enormous impact on many fronts. While it has enabled hoteliers to offer more personalized service to guests and drive operating efficiencies in their properties, Internet booking engines and other forms of social media have increased price competitiveness and provided the consumer with considerably more knowledge and power when making a travel decision.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

Technology will continue to advance, particularly as it enhances convenience to the guest, and green initiatives will be the norm, not a "nice to have." While brands will still dominate, there will be an increase in independent hotels that can be more responsive than the brands in weaving individualized experience, culture, service and convenience into their product offering.

BONNIE BUCKHIESTER

PRINCIPAL
BUCKHIESTER MANAGEMENT LTD.



WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

Even then, I was already a revenue management consultant. Buckhiester Management Limited was already in progress — in fact this year marks 21 years for the business. Before that I was a General Manager of a hotel in the Vancouver area.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

I started my consulting practice because I recognized there was a need to put more focus on revenue generation and that the revenue management discipline in hospitality was in its “infant” stages versus other travel sectors. I was in the tour operating business before hotels, and in that business, everything was about generating sales and revenue — cost containment was almost assumed. At the hotel property level, people spent enormous amounts of time managing costs versus driving revenue, which seemed odd to me in a high fixed-cost/low-variable cost industry. I saw hotel revenue management as a growing discipline.

THINKING BACK OVER THE LAST 20 YEARS, WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

What comes to mind in terms of change is the difference between the hotel business and the business of hotels. The hotel business was a lot more fun. The business of hotels is very much bottom-line driven, and doesn't feel as much like it is guest-driven.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

As a revenue management consultant, I think revenue management systems and approaches will be as common in hotels as property management systems are today. Right now, there are still a lot of hotels in Canada that do not operate with the tools they need to optimize demand. The consumer buying landscape is very challenging and frustrating for them—consumers are ahead of us in many ways.



**CHRIS
CAHILL**

WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

I was Executive Vice-President of CP Hotels.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

In reality, I didn't give it much thought. I am currently on some boards of directors, but looking for full time work as the industry is my passion and I look forward to being involved for quite some time to come.

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

The hotel industry is now recognized as a real industry, and has become more sophisticated following the bifurcation of assets, brands and management and the involvement of Wall Street. Consequently, this credibility has meant that our hotel schools have become more attractive to students. The second change is the globalization of the industry, driven by technology which has driven demand for travel to unprecedented levels.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

Predictions and even five-year plans have become challenging given the speed of change, but I believe tourism will continue to grow globally at 3 to 4 per cent compound growth rate for decades to come driven by demographics, media and the democratization of travel. Non-traditional major technology players like Google, Facebook and other big data companies with huge technology platforms will continue to dominate the sector and squeeze the margins of hotel companies and the returns for hotel owners. This will also impact the design and appropriateness of new supply.

JESSI CARRIER

ASSOCIATE VP, HOTELS
COLLIERS INTERNATIONAL
HOTELS



WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

I was 12 years old and in my first year of high school. My "career" in restaurant & hotel operations started in 1999, when I was 15, as a cook in a restaurant in my home town of Sherbrooke, Que. That experience led me to my first hotel job, as a cook in the summer of 2002 at the Fairmont Banff Springs Hotel. My actual post-graduation career started in 2006 with GE Capital Franchise Finance. I was an analyst/underwriter and my job was to underwrite hotel and restaurant financing opportunities.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

Twenty years ago I had no idea where I would end up. I wanted to become an engineer, and I studied to become one, but I ended up in business. Not smart enough to be an engineer I guess!

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

Room keys; the growing number of hotel brands and the diversity of options and type of guest experiences; the reservation systems and the ability for a guest, within three clicks on the Internet, to see all his hotel options, features and price for a hotel room that same day in any city around the world. One thing that didn't change is that the quality of a hotel operation and the guest experience is dependent on the quality of the people and the quality of the service that they offer.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

Who knows! I see more competition, increasingly focusing on the convenience and the simplicity of the guest experience. For Canada specifically, I see a rapidly growing market with a tremendous amount of growth both in supply and demand as the global demand for our natural resources, our technologies and our people's know-how rapidly increases over the next two decades. This will benefit the major cities but I also expect a significant increase in secondary and tertiary market activity.



LINNEA CHAMBERLAIN

VP
CHAMBERLAIN ARCHITECT
SERVICES LIMITED

WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

Twenty years ago I was living in Paris, France and working with a company that imported furniture and art from Vietnam, “working” at immersing myself in France’s rich architectural and cultural heritage, and aspiring to become a sommelier.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

Twenty years ago, I truly lived in the moment. I gave no thought to understanding how one decision can exponentially alter my life trajectory. That said, there is great freedom in knowing that each and every day we have the ability to alter our life course. Sometimes the best plan is to not have a plan.

THINKING BACK OVER THE LAST 20 YEARS, WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

Design, hands down, is the biggest change, and it’s not confined to the hotel industry, I believe design has become relevant and necessary across all platforms. In my opinion, designer Ingrid Fetell gives a great answer to why design is important.

“A closely held belief of mine is that it’s easier to change things than it is to change people. People may want to exercise more, be more creative, or share more with others, but we have ingrained habits that make these things difficult. Design can help by making it easier to live up to our aspirations: by making stairs a more accessible and enticing option than escalators, for example, or creating open spaces where people want to gather instead of being trapped in their cubicles. By shaping the objects, interactions, and environments we live around and within, design literally changes the world.”

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

We can’t build what we can’t imagine, and at this moment I can’t imagine what we will need in 20 years’ time. I think this question would be better answered after the #hotelNEXT presentations. But if I was to hedge a guess I would say that by 2036 all hotels will have zero-impact ecological footprints and that there will be no division between accessible and non.



SAMANTHA CHARLESWORTH

CFO
SUPERIOR LODGING CORP.

WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

Twenty years ago I was a senior accountant in a general public practice CA firm in Vancouver, B.C. We focused on a variety of small and mid-sized businesses with a few audits sprinkled in. The clients included hospitality groups, which gave me an understanding of hotel operations, although I never directly worked in the industry and have yet to make my first bed!

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

Back in 1996 we had two young children and were trying to buy a house in Vancouver. I thought my career path would continue in public practice but once I stepped into the privately-owned world of Canadian-wide hospitality development and ownership, I was hooked. You never get bored in this industry and you constantly need to be flexible and creative; kind of odd traits for an accountant!

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

Hospitality used to be a lot simpler 20 years ago. As long as we provided friendly service, a great bed and good shower and TV, the guest was happy. Now through the social media world, hotels have to compete across multiple segments and try to manage customer expectations. We all offer an increasingly wider portfolio of services and amenities, the lines seem more blurred for guests to understand the different market segments, and guests have high expectations.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

As hotel brands continue to build their important loyalty programs I would say they will need to figure out how to innovate the guest experience at an extreme level, considerably beyond the choice of pillows in their room. Personalization at a much more profound level that touches the guest emotionally will be what makes that guest return to that particular brand or location. By 2036 technology will facilitate an unprecedented personalized guest experience and it will have become the de facto standard across all market segments, worldwide.



TONY COHEN

EVP AND PARTNER
CRESCENT HOTELS AND RESORTS

PRESIDENT AND CEO
GLOBAL EDGE INVESTMENTS

WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

I was director of training and logistics at Prime Restaurants, which had around 80 restaurants. I had seen a proliferation of boutique hotels in Canada and around the world, most notably Montreal. I was convinced that Toronto was primed for this type of hotel and I had the audacity to think I could be the one to make this happen.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

I had no clue where I would be. That being said, I knew it would relate to the service business and I wanted to be part of something that made a difference in the industry. I attended the conference hoping to better understand the industry and to meet some of the players. Seven years after the first conference, we opened Le Germain and seven years after that, the Thompson, two of the more successful boutique hotels in Toronto. I also helped build one of the most successful independent hotel management companies in North America.

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

In 1996, technology and design were starting to make an impact. When plasma TV prices began to dramatically decrease, I remember thinking this one item could drastically change the layout, design and look of a guestroom. In 1999, writing my business plan for what would ultimately become Hotel Le Germain Toronto, I had anticipated dial up Internet ports in all the desks – haven't we come a long way? Design and technology have changed the look and feel as well as the marketing, communications and distribution within hotels but they have not diminished the people component.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

Today's consolidation, evolution of technology and industry disruptors will continue over the next few years. Too often the people and service component get overlooked and I cannot see this changing. Guests are looking for more personal, unique experiences, and while the aforementioned impacts this, the personal touch is unrivalled and unparalleled.

DREW COLES

PRESIDENT AND CEO
INNVEST REIT



WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

I was director of development at Choice Hotels Canada. My best lesson: Business moves at the speed of trust.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

I knew I liked this business, and instinctively I felt that I could learn and contribute. I was intrigued by the acquisitions and investment side, and eventually I wound up there. I was very fortunate to meet incredible people, experience some great geography and build some lasting relationships along the way. I learned that a Canadian could live and enjoy being in the U.S. deep south, but I appreciate what we have in Canada.

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

The categories of capital flows have been interesting to watch. For example, in 1996, there was very little institutional and long-term public capital in the sector. Most large scale assets were owned by the brands, limited partnerships and private wealth. Today, the brands own little to nothing, and we have diverse, high integrity capital on the institutional, public and private equity side. Debt capital is far more competitive today. The emergence of the frequent guest database has been a huge game changer for the brands, that no one saw coming 20 years ago.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

Hotel branding will probably continue to become more fragmented. If you combined Starwood, Marriott, Hilton and Hyatt, there are more than 100 brands to choose from. We have moved from a somewhat commoditized product base to a more experiential and individualised product offering over the past 10 years, and this trend is likely to continue. The shared economy is real; however, the Airbnb-type offering will start to assimilate into the mainstream hotel supply (more regulation, fair taxes). Global travel is growing, not shrinking, so the need and demand for transient shelter should grow. I hope I can keep up with it and still be working in this industry.



VITO CURALLI

EXECUTIVE DIRECTOR,
CANADA, LATIN AMERICA
& INTERNATIONAL SALES
HILTON WORLDWIDE

WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

Twenty years ago, my title was Sales Manager, Colony Hotel, Toronto.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

I never thought I would have been a DOS of a property, and certainly not working in an international sales role.

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

We now have a much smaller world in terms of communication and how we deal with our customers via technology. It makes commerce simpler and it allows for more global tourism growth.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

The Canadian hotel industry will continue on a steady growth path in the future and Canada will be, once again, a top destination for all tourists from around the world.

JEFF CURY

SENIOR DIRECTOR, CANADA
HILTON WORLDWIDE



WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

I worked for Journey's End Motels, which eventually became Uni-Host Corporation. My title was F&B Manager, Quebec. I worked for the corporate office and was sent to several of the different F&B Outlets Uni-Host operated throughout Quebec to manage operations and enhance revenue. I also acted as temporary hotel GM, whenever the need arose. This was the best "school" I ever worked for!

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

Did I expect to be where I am today? Absolutely not! When I originally decided to join the hotel business, I envisioned myself travelling and managing a big, beautiful, full-service hotel somewhere in Europe (Italy, Spain or France). Things happen for a reason as I really enjoy what I do today.

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

The most logical response would be technology. It has changed the way we do every aspect of our business, mostly for the better. However, seeing that I work in development, I will say "people." The level of sophistication to which the hotel development community has risen is impressive. The quantity, size and scope of projects that have been undertaken throughout Canada over the past 20 years have been quite dramatic and inspiring.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

I can't wait to see how things evolve. I think the power of technology will continue to drive innovation in every aspect of our business as well as keep the industry honest as more and more influence will continue to be in the hands of the consumer. Twenty years ago, we used to say "buyer beware" when purchasing a product or service; nowadays, we should be saying "buyers are aware".



SCOTT DUFF

SENIOR DIRECTOR,
DEVELOPMENT -
CANADA & ALASKA,
STARWOOD HOTELS
& RESORTS

WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

I was Director of Development – Ontario for Choice Hotels Canada.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

I thought I'd be taller.

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

The proliferation of brands—both hard and soft, new forms of distribution (OTAs), new competition in the form of Airbnb.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

Increased sophistication of technology in hotels, further rise of social media to amplify the good and the bad in terms of guest experience, continued introduction of new concepts—not just brands, but concepts.

STATIA ELLIOT

DIRECTOR
UNIVERSITY OF GUELPH



WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

At that time, I was a research and policy analyst with the Manitoba Department of Tourism in Winnipeg.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

I began teaching part time at the University of Manitoba, and started to see my career transition from government to academia. Five moves later, including to South Korea and back, I landed in Guelph.

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

Twenty years ago, as an analyst, I remember using early STR reports to track occupancy rates and hotel performance along with micro files of visitor data from Statistics Canada. The analytics available now to support decision-making are so much more sophisticated, it can be staggering.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

In an industry still influenced by intuition and experience, I foresee more data-driven models and metrics to come.



PHILIPPE GADBOIS

SVP OPERATIONS
ATLIFIC HOTELS

WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

I was President and CEO of Hilton Canada.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

I don't know what I thought I would be doing in 2016 but Atlific was not on my radar then.

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

The biggest change to me is the explosion of sub-brands.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

In 20 years, assuming I am still here, there will be even more brands but the successful ones will continue to have the best customer/staff interaction.

SARA GLENN

SVP, ASSET MANAGEMENT
INNVEST REIT



WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

I was Resident Manager at Delta El Viejo Y El Mar in Havana, Cuba.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

In 1996 I didn't know what asset management was and hotel REITs didn't exist in Canada. Today, I am Senior Vice-President, Asset Management at InnVest REIT. What I did know was that I wasn't going to stay on the operations side of the business, as I planned to complete an MBA at Richard Ivey School of Business after Havana. It was then that I entered asset management.

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

I have seen two major changes: 1. shortening of the booking window; and 2. impact of the Internet. Before, operators had great sightlines; now they are operating in the month for the month. Compressed booking windows make budgeting, forecasting and actualizing more challenging.

In Havana I didn't even have email; we received reservations by phone and fax. The online environment has altered revenue generation and revenue management. With it comes all the online knowledge – the opportunities and pitfalls of social media, managing a hotel's reputation, positioning and feedback online as well as the access to information to better understand where a hotel stands among its competition.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

As hard as it was to envision the last 20 years, it is even harder to envision the next 20 given compressed time frames will continue to make it harder to see farther out. What I'd like to see is the continued strengthening of the ownership role, so that it is more on par with the strength of the operator.



ALNOOR GULAMANI

PRESIDENT
BAYVIEW HOSPITALITY GROUP

WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

I was president of Buckingham Hospitality Inc., a company I founded with partners that focused on acquiring hotel assets to reposition, renovate and make them viable.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

Did I expect to be where I am today? Yes and no. Yes, in terms of the overall direction—certainly I was committed to building a career in the industry. But if I said I knew exactly where I would be, I would be lying! The type of business is the same, but the scale is very different from what it used to be.

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

Over the last 20 years, one of the biggest changes has been in technology. We were barely getting cellphones in 1996—now technology affects customer interaction, the way customers choose hotels online, how they make their reservations. Technology affects our industry in every way—the Internet, wireless, mobile and locks. We used to crave locations that were close to highway exit signs, because customers would drive by, realize they were tired, see the sign and decide to sleep there. The location that worked 20 years ago doesn't work any more. The other change is that our cities have become more diverse and cosmopolitan. It's that Canadian magic—people have found common ground and respect, and even cherish diversity.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

I see nothing stopping the growth of technology; the pace of change will increase but the direction will continue. The industry will make progress but there will be more disruptors like Airbnb and Uber. Diversity is also going to continue in a world that is increasingly connected. People need to continue to learn about each other's cultures and work hard to find common ground. People's lifestyles are all getting busier, and people crave quality time—a space to themselves to think about things that matter.

DORIS HAGER

PRINCIPAL AND LEAD DESIGNER
HAGER DESIGN INTERNATIONAL INC.



WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

I was president of Hager and Associates Inc. (now Hager Design International Inc.), also known as head designer, office manager, marketing enthusiast, business development novice, IT department and basic go-for. In 1994 I moved to Vancouver, starting our West Coast office on the main floor of a house we were renting. The Toronto office was being run by my senior designer while I set up the West Coast. In Vancouver, initially I did it all myself with help from Toronto. I hired help around 1996 and later moved to an office space in Yaletown.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

In 1996, I didn't think I would be where I am today, but I aspired to something like it.

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

One of the biggest changes was converting tubs to showers. Most hotels and brands are converting at least 80 per cent of their tubs to showers. In the late '80s, I tried many times to convince our clients to switch from tubs to showers in business hotels, but the trend to stick with the tubs was too strong.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

In 2036, I foresee smaller hotel rooms since real estate is so expensive. Inspirations from other countries will help drive the design for North America. European countries have been around much longer than us and they have made it work in historic buildings and very expensive real estate. I think the experience-seeking millennial generation driving the current new concepts will still influence the hotel industry, but maybe with more luxury since they will be older then and will want or be able to afford the finer things in life. Air travel will have made the world smaller and the really authentic cultural experiences are fading fast with tourism influencing all countries. I think authentic experiences will still dominate travel and therefore affect the hotel industry.



DONNA HILSINGER

GENERAL MANAGER
ALGOMA'S WATER TOWER INN
& SUITES

WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

Twenty years ago I worked in management at our inn in Sault Ste. Marie and Searchmont Resort. We had a very busy hotel with both corporate and leisure business, largely generated by the work we were doing to attract destination visitors to the resort for skiing. This benefitted our business and also the community overall.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

In 1996, I worked many hours and days year round, and my two children were four and two years old. I didn't have time or the energy to think about what the future would hold. I was fortunate, however, to get to that by 2003, when I made a personal vision and mission for myself, which has been my guiding light and force ever since.

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

I think technology has changed both the design and guest interface within hotels, and how hotels are marketed. One of my first jobs was at our front desk where everything was handwritten and the telephone was a switchboard with plugins. We became computerized in 1980, long before others in the Sault and other cities. The way we work today to sell and administer our business is completely different from 1996. However we still try to keep personality, genuine guest interface and hospitality at the centre of our culture.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

More world travellers will look for the Canadian experience in both large and niche markets. Technology and design improvements will drive guest satisfaction and provide labour efficiencies. There will be further consolidation and mergers of the brand hotels. The operation of an independent property will be simplified by technology, and we will become more competitive. Specific and direct marketing to guests will be the norm. Our guests will also expect more from us as they know we know more about them and they'll want their hotel stay to reflect that.

MARK HOPE

EXECUTIVE DIRECTOR,
BRAND DEVELOPMENT
COAST HOTELS



WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

In 1996 I had only been with Coast Hotels for two years and my title was Director of Marketing and Sales Administration.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

No, I didn't expect to be where I am today. I had just moved from the property level to the corporate level, which I had thought would only be a short term thing before I went back to the property level. Twenty years later I'm still at the corporate level. Go figure.

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

The biggest changes are the growth of brands, and then sub brands, followed by what is now the consolidation of the brands. And of course technology. I grew up in hotels before the advent of the PMS, or POS—it was all manual systems.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

Further industry consolidation (not just the brands, but the industry), and the continued death of the true full service hotel.



JEFF HYSLOP

VP DEVELOPMENT
AND REAL ESTATE
POMEROY LODGING

WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

I was a busboy at the then CP Skydome Hotel.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

No, I didn't expect to be where I am today. I was more focused on a career in the operating side of the industry. Somewhere along the way, my interest turned to the real estate side of the industry.

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

Two main things come to mind 1) growth of electronic distribution and 2) breakup of the ownership/brand/operator model with more parties involved now between the ultimate owner and the guest.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

I foresee continued increase in technology in the business to improve efficiency, and a shift away from very standardized brand offerings to more unique product offering tailored to market and guest needs.

COLLEEN & STEVE ISHERWOOD

EDITOR AND PUBLISHER
CANADIAN LODGING NEWS



WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

I had my own company called Cami Communications and my best client was Ishcom Publications, which was 10 years old at the time. I was editor of Pacific/Prairie Restaurant News (then called Western Hospitality News) and had just come off a really good gig editing Beer Connoisseur, a magazine Ishcom produced for Molson in the Globe and Mail Report on Business magazine.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

I have always wanted to be a writer — I had a newsletter called The Neighbourhood Gazette (typed by my mother, price 2 cents a copy, circulation 80) when I was nine. In 1996, I knew I would still be writing, but didn't know I would be covering the hotel beat and loving it!

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

Who could have believed the changes in the past 20 years? At that point, writing about a new brand was an enormous event—now it's hard to keep track of all the brands. In 1996, boomers ruled and the millennials were all kids. As a parent of three millennials, I think they were already making their preferences known when it came to travel decisions! Now it's all about millennials, and boomers feel a bit like the firstborn feels when the new baby in the family becomes the centre of attention. The changes in online hotel marketing and the emergence of the shared economy are other game-changers in the past 20 years.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

That's a toughie! I think there will be big changes as the rules governing hotels and Airbnb merge somewhere in the middle. There are times when the trend towards mobile and online hotel services is useful, but I hope the human touch never goes away!



INGRID JARRETT

GENERAL MANAGER,
VP BUSINESS DEVELOPMENT
WATERMARK BEACH RESORT

WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

I was Director of Operations, Fairmont Palliser, Calgary Alberta.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

I thought I would be General Manager of a Fairmont Hotel—I love the company. But I chose to develop and manage a series of independent properties in B.C. and it has been an incredibly rewarding 20 years. I feel I have contributed to building community in all of them.

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

The industry has gone from the hotel industry to the business of hotels. The key centerpiece remains, that no matter who owns a hotel, or what the structure, without a happy and returning guest, our business success is at risk. And, the team we develop and inspire is the core of the success for guest satisfaction. The strategies, the investments, the model, the market position, all depend on a valued employee and a valued guest. This is increasingly difficult with multiple owners and outcome demands. But the one thing that remains is that this industry is fun, challenging and never boring.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

Personalisation will continue to be the greatest challenge in a world that is increasingly automated. People thrive on personalised service—moments that make a difference and feeling special. The personal connection will continue to be the core driver for fiscal success in the hotel industry. Additionally, the partnership between government for regulatory reform, tourism for marketing destinations, municipalities that respect the differences, and communities that welcome travellers will be increasingly important. Global competitiveness will also be increasingly relevant. As owners and managers, we need to pay attention to long term goals and continue to stay the course. Each moment the opportunity is there to contribute—and this is the gold, or the key driver for those of us who deeply believe in service to others. It is what makes our industry so special.

ED KHEDIGUIAN

SVP
GE CAPITAL CANADA



WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

In March of 1996, I was a manager of the Chili's Bar & Grill in Paris, France. I had been there since 1993 after being brought over to open the store, train the employees, and remain as a manager. At the beginning of 1996, I had also accepted an offer to return to school to complete my Masters of Management in Hospitality at Cornell University's School of Hotel Administration, which I started in September of 1996. That would be approximately a year and a half before meeting Lyle Hall, Bill Stone, and Alam Pirani, and two years before I started working for Lyle Hall at KPMG as a consultant for the Hospitality, Leisure & Tourism practice and was involved in the conference in its early days.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

I didn't think then I would be where I am today. By returning to hotel school, I was trying to get into hotel real estate, development, asset management, and had not thought about the investment angle until later in my exposure to the industry.

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

The biggest changes include the proliferation of dominant brands, the impact of technology on distribution, the sophistication of the capital markets in regards to the industry and in turn the increased liquidity for the sector. The industry now faces further pressures driven by technology as well as demographic changes that have impacted how people consume and interact with hotels.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

More creative and dynamic ways to lease out spaces to generate content in hotel boxes to cater to fragmented client tastes. Content, even in the limited service segment, will be more and more the differentiating factor that creates value within the segment versus liquidity and capital efficiency that will continue to commoditize the capital structure and reduce capitalization rates on commoditized product.



ANNE LARCADE

PRESIDENT
SEQUEL HOTELS & RESORTS

WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

Twenty years ago I was working for CHIP REIT as a Regional Director based out of Toronto.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

Yes, I felt I would be where I am today. I always felt I was an entrepreneur and leader; the hotel industry is my passion. I did think for a period of time I would be living in France or beyond Canada. I aspired to lead either corporately or in my own company. I thrive on helping people grow, on trends, design, numbers and social innovation/technology.

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

We now have women beginning to achieve the ranks of senior C-suite roles within our industry and the financial industry. Boutique hotels are a brand in themselves and everyone wants in! Technology and design driven by guest demand are another big change.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

I have many ideas about the future. Here are just a few.

- Someone will invent a great Zoomba so housekeepers can focus on dust and beds and not vacuuming.
- As women enter the senior ranks of leadership there will be more balanced culture in hotels and greater representation to the interests of the team members. Therefore benefits such as day care centres, yoga, type of staff benefits, and innovation in these benefits will enhance company cultures and result in better attraction and employee retention. Most women I know talk softly about these matters and how they impact their roles and the industry. #becauseits2016.
- Hotels will integrate more natural elements and materials into design including the use of light and biophilia will be adopted. There will be more of a blurred line between indoor/outdoor spaces and the theory that people instinctively feel more at ease in natural feeling surroundings. There will be more organic lines like in nature and elimination of square and angular in design.
- Healthy sourcing and eating will be driven by guest demand and expected.

DAVID LARONE AND BRIAN STANFORD

SENIOR MANAGING DIRECTORS
CBRE HOTELS



WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

In 1996, we were just four years from having acquired the PKF Consulting practice in Canada from the PKF Accounting Firm in 1992. With both of us as National Directors, we were establishing PKF as an independent advisory firm in Canada, including an ambitious expansion of our industry financial and market trends databases.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

PKF Consulting Canada was acquired by CBRE Hotels in the summer of 2015. We now head up CBRE Hotels Valuations Group along with Brian Flood. Twenty years ago, we expected to still be in the advisory business, but the prospect of that being with CBRE Hotels certainly wasn't in the thought process.

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

Over the last 20 years there have been more than a few up and down industry cycles as well as a number of industry changes including proliferation of brands by way of franchise over that period of time and significant investment in new assets. The overall quality of product is much better today. Equity levels are much higher than we have seen historically. Internet, technology and OTAs have changed the face of the industry dramatically. There's better underwriting, generally speaking, by lenders. There's proliferation of brands, sub brands and soft brands, just to name a few changes.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

Just as we have seen over the last twenty years, there will be a number of up and down cycles for the industry, but one would expect the industry to be better positioned to ride them out operationally and financially. The consolidation we have seen from a major brand perspective, probably has at least one more "consolidation" that has yet to be done. While the traditional core hotels with the core brands will continue to succeed, the industry will move further towards uniqueness and differentiation with lifestyle and soft branding taking on even greater significance.



STUART LAURIE

DIRECTOR
INTERCONTINENTAL
HOTELS GROUP

WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

I was Director, Franchise Sales and Development—Canada for IHG.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

Back in 1996, I did think I would be where I am today. Franchise sales and development is a career and a “job for life.”

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

The biggest change is the “brandscape,” and proliferation of hotel brands. Another change is the influence designers have on brands and the hotel guest experience. We are all starting to look the same.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

The next 20 years will see innovation, i.e. a strategic partnership between a Canadian hotel company/entrepreneur and the Canadian Space Agency to provide for the first hotel branded guestroom experience in space.

PETER LEE

SENIOR SALES DIRECTOR
WYNDHAM HOTEL GROUP



WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

I was working for Choice Hotels Canada as Director, Franchise Development for Western Canada.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

I'm fortunate to have had the experience working in all facets of the hospitality industry, and hotel franchising and development was what I enjoyed most. I've met many people from all walks of life and that has been successful and rewarding. I have spent 12 years at Wyndham, a great company to work for.

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

One of the biggest changes is the cell phone! Remember the Motorola flip phones? Our phones and iPads (apps, Siri, etc.) will provide more information than we will ever use, and literally control most consumer activities on a daily basis. Social networking has been instrumental in determining the success or failure of hotels. For franchising, brands are more selective with conscientious and customer focused owners, which translates to better performing hotels and brands. Most brands have improved their operating standards, and are insisting on consistency, commitment and defined services from hotel owners.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

More foreign travellers will have visited Canada to enjoy our many natural attractions and beautiful cities and resorts. Business will be robust with more eco, independent and adventure tourism. Hotels will use more innovative ways to attract guests. There will be more branded hotels in the marketplace and older hotels that are not upgraded will be like dinosaurs. Sadly, crises in many parts of the world will likely remain through 2036, unless these countries and citizens proactively educate themselves for a better future.



JOLANTA LUKUS

PRESIDENT AND
PRINCIPAL DESIGNER
ROYAL DESIGN INC.

WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

I was fresh out of the International Academy of Design in Toronto, working for an architectural firm as a Junior Designer. We got into interior architecture—or renos—with Westmont, and that is how my hospitality exposure started.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

I came to Canada from Poland when I was 17. I came here and fulfilled my dream of becoming an interior designer and that wouldn't have happened back home. I worked for the architecture company for five years, and have owned my own business for the last 14. I started the company in March 2003, the year of SARS, when even small renovation projects were being cancelled. I must have sent out 10,000 letters and no work came in. Ultimately, a tougher and better self evolved. I would never have imagined having my own company and being so experienced in the field.

THINKING BACK OVER THE LAST 20 YEARS, WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

The changes over the past 20 years, or even the past five years, have been huge! Now with media exposure and the speed of technology, the public expects nothing but the best—they expect to be entertained with interiors and pampered with looks so they can take a “cool” picture and post it on Instagram or Snapchat. Before, the life expectancy of a renovation was seven or 10 years—now it's more like five years before you become obsolete in the industry, and competition is steep.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

We will have more and better properties with a focus on experiences and technology. By 2036 there will be no front desk—it will all be automated. There will be a bigger awareness of nature and more environmentally friendly materials, higher efficiency lights and more electronics. Hotels will look futuristic—simplistic, with basic and streamlined clean lines, done up in white tones, soft greys—the “less is more” approach.

JONATHAN LUND

REGIONAL VP
INTERCONTINENTAL
HOTELS GROUP



WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

I was the General Manager at the Holiday Inn Toronto Airport, which is our largest Holiday Inn in Canada. My fondest memory was of the great team at that property; together we repositioned the hotel to be one of the strongest properties on the Toronto airport strip.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

My passion has always been around hotel operations and developing great leaders for the future. In 1996, I had never considered a job working with the brands or in a national scope, but this role as the regional vice-president Franchise Performance Support was the next natural step in my career. I still love being in the hotel and now have the opportunity to help hoteliers across Canada deliver exceptional results.

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

Over the last 20 years, the consistency of brand delivery has improved. All brands, across the competitive landscape, have grown and matured; they each have a distinct voice which is clear to consumers. It's an exciting time to be working in the hotel industry, and to be part of the evolution of the hotel business.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

Canada will continue to grow as a vibrant and unique destination for international travel. Our hotels will be transformed by advances in technology that will anticipate and deliver exceptional guest experiences throughout the guest journey.



MANLIO MARESCOTTI

VP, LODGING DEVELOPMENT
MARRIOTT INTERNATIONAL

WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

I have a vivid memory of my career in 1996 compared to, for example, what I had for breakfast last week. I was at KPMG working in Lyle Hall's consulting practice, and the practice decided to launch the Canadian equivalent of the ALIS and NYU Conferences. I remember registration being abysmally low in the weeks (in truth days) leading up to the conference. I am guessing that the preoccupation at the time was not whether there would be a 20th anniversary, but whether 1997 would be the first and last CHIC. Clearly CHIC is alive and well!

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

In 1996, I probably expected that my future was in the hospitality industry, but I didn't know whether it would be consulting-related, in a corporate office, or another related sector. I can honestly say that Marriott Canada was probably not on my list of most likely "employers 20 years hence."

THINKING BACK OVER THE LAST 20 YEARS, WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

The biggest change in the last 20 years has to be how technology is used as a tool of guest-interface, provides transparency/instantaneous information, is a major "guest influencer", is used for internal reporting/data collection and market intelligence, and has so many other applications.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

- Going forward the world will continue to dramatically change, and the Canadian hotel industry is not immune. Examples of how these macro changes will impact the hotel industry include:
- Globalization — how we will continue to compete more and more in a world market, in terms of: marketing to leisure travelers; attracting and retaining guests, workers and hotel investors;
- Shared economy — Airbnb is merely the first major manifestation;
- Industry disruptors — heretofore we have focussed on OTAs, but now non-industry giants entering the hospitality space (e.g., Google);
- Continued consolidation in the industry and more.

Bob Dylan's song had it right when he sang, "The times they are a-changin".

YOLA MARSHALL

DIRECTOR COMMERCIAL
DELIVERY CANADA
INTERCONTINENTAL
HOTELS GROUP



WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

I was the Director of Sales at the former Park Plaza Hotel Toronto (now the Park Hyatt). It was a landmark hotel that was about to transition due to a large renovation. I still fondly remember the Rooftop bar... such a tradition in Toronto.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

Back in 1996, I never thought that I would be doing my role as there wasn't really a position like this in the industry. Having oversight on revenue management, hotel facing sales, corporate managed hotels and marketing. I also had a deep passion for walking, breathing and being part of a hotel, and felt that I would be at property level for my entire career... and be thrilled to be doing that!

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

Integration of revenue management into our hotel strategy culture. Digital and social media—wow, who would have thought it could evolve that quickly! How we market to our clients along with the value of strong loyalty programs, which are essential.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

Some of the biggest challenges will be providing consistent brand delivery to consumers and having loyalty programs evolve with the aging demographic. Technology will impact both marketers and hotel owners, and will change the landscape dramatically.



ROBIN McLUSKIE

VP, HOTELS
COLLIERS INTERNATIONAL
HOTELS

WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

I was a high school student and part-time crew member/drive thru cashier at McDonalds.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

Did I expect to be where I am today? Not a chance! I always loved the service industry but never expected to be combining that into my current role in real estate.

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

I would say the emergence of boutique hotels and the resulting trend of more personalized service, which the brands have also latched onto is the biggest change. From an investment perspective, looking back at the 1996 Canadian Hotel Investment Report, the underlying economics for building new hotels were very weak because construction costs exceeded market value at completion. This can be true today depending on the project, but generally speaking, the more efficient focused-service concepts today have brought construction costs down for the most part. From a capital perspective there was a tremendous amount of interest from pension funds, REITs, IPOs and private investment pools that were aligned with established management companies. The challenge was the lack of product available for sale so not as much transaction activity i.e. volume was \$770 million in 1996 compared to \$2.45 billion in 2015.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

Labour becomes more and more crucial, not less. Despite all the technological efficiencies and advances, we will always want and need human interaction, particularly in the hospitality field.

RYAN McRAE

AREA VP,
LODGING DEVELOPMENT
MARRIOTT INTERNATIONAL



WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

I was polishing up my CV and interview techniques as I prepared to graduate from the University of British Columbia with a B. Comm. in Urban Land Economics. The day after graduation, I started as a retail broker doing tenant representation work for a firm representing U.S. retailers entering the Canadian market. It was a great training ground to put some real world perspective to the academics of university.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

Funny enough, I did think I would be where I am today. I knew I would be in commercial real estate in one way, shape, or form, and that hospitality was the most fun/dynamic/challenging asset class.

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

The biggest change has been the shift to a more pragmatic and quantitative approach to the hospitality business. You still need all of the customer focused soft skills and “experiential” vision, but it needs to be rooted in the prudent financial acumen that today’s financiers and investors demand.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

We will see further consolidation amongst the major brand platforms, the expansion of more localized and market relevant soft brands/collection brands, a customer base that is far less forgiving of a poor customer experience or aged hotels, seamless mobile experience/engagement from before booking to check-out and beyond, hotels that are far more efficient from both physical space/construction and operations standpoints and far more mixed-use hotels.



NOELLA MILNE

PARTNER
BLG

WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

Twenty years ago, I was a Partner at BLG practising in the Commercial Real Estate Group.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

Yes, I did expect I would be where I am today. Unlike today, back then, lawyers joined a law firm and expected they would be there for their entire careers!

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

The biggest changes are the move to quality and luxury rather than “good value” and the emphasis on loyalty programs.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

The hotel industry will become more consolidated, with fewer, bigger players. More emphasis on luxury. People will be travelling less for business—relying more on technology for doing business across Canada.

ALEKSA MRDJENOVICH

PRESIDENT
NOVA HOTELS



WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

Twenty years ago I was 11 years old and was a full-time kid and student.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

I definitely did not expect to be where I am today. Growing up, I always wanted to be a doctor.

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

I think the biggest changes in the industry are mainly due to the exponential rate of technological advances in the world. To think that we barely had Internet, let alone OTAs, 20 years ago and everyone used to look up hotels in phonebooks and call for reservations. Consumers chose hotels based on a physical map or word of mouth versus the savvy consumer nowadays, who has all the information and prices instantly at their fingertips at all times. Technology has also changed the operations of our industry through reservation systems, CRMs, property management systems, revenue management systems, computers, excel spreadsheets and the list goes on and on and on. It amazes me that we are already at a point now where a guest can go through every single phase of the guest cycle without having to see anyone or have any human interaction. They can find, book, check-in, use the concierge and check-out of hotels all electronically.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

With the continued exponential curve of advancement in technologies these days, one can only imagine what the hotel industry will be like! I think it will become increasingly competitive and challenging as older hotels will have a harder time keeping pace upgrading in order to keep up with the new builds and their advanced features. I also foresee tons of automation for the trend of tech-savvy and instant gratification focused guests.



CHANTAL NAPPERT

VP FINANCE AND
INVESTOR RELATIONS
INNVEST REIT

WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

I was finishing my university studies at Ottawa University.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

In 1996, I didn't know the industry I'd be in, but I definitely had visions of being part of an executive team.

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

The Internet is the biggest change! The ability to research options (and deals), make reservations, check in, and share your feedback, all at the click of a button (and without any human interaction) has revolutionized how the industry competes.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

Continued consolidation and proliferation of brands chasing the 'loyal' customer. This will result in the virtual extinction of independent hotels.

ERIN O'BRIEN

ASSOCIATE DIRECTOR,
VALUATIONS & ADVISORY
GROUP
CBRE HOTELS



WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

I was in the last year of my B.Comm/Marketing degree at the University of Guelph.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

I didn't expect to be where I am today at all! I was definitely more interested in operations at that time — the field of valuation/appraisal wasn't even on the radar.

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

Technology and its impact on the level of sophistication of the average hotel consumer has been the biggest change. Consumers are so much more involved in the purchasing decision than they were 20 years ago. They actively research the options available prior to making hotel booking decisions—and focus on value rather than just quality or price. Social media has also changed traditional “word of mouth” marketing forever. People have always been quick to publicly voice negative experiences, but with social media, the speed and the level of impact is greater than ever before.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

Technology, social media, and millennials will continue to have a significant influence on the future of the hotel sector—particularly in the way hotels are designed and marketed. The sharing economy will continue to grow, and traditional brands will find a way to be more directly involved in that space—whether through acquisition of an existing company or the creation of a brand that offers a similar, more authentic lodging experience.



TONY POLLARD

PRESIDENT
HOTEL ASSOCIATION
OF CANADA

WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

Plus ça change, plus c'est la même chose. I was President of the HAC. I still very vividly recall the first Canadian Hotel Investment Conference at the Four Seasons. I was the very first speaker and still have the glass souvenir memento.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

I was not thinking of where I would be in 20 years, but I am glad that I continued with HAC.

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

Technology which has led to so many other changes. But we still provide a room away from home with F&B, even if we still overbook as we did going back to Mary and Joseph in Bethlehem.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

We will continue to offer a world class product.



JONAS PRINCE

CHAIRMAN
REALSTAR GROUP

WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

I was (and still am) Chairman of Realstar, the company I co-founded in 1974.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

I really never had a twenty year outlook, but Realstar's focus has never changed. We continue to be active in the hospitality and multi-residential sectors internationally.

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

The single biggest change has been the transparency created by the internet. As a result, since the turn of the century, the hotel user has been the beneficiary. The second important change has been the loss of control over hotel inventory to hotel operators due to third party intermediaries. The newest challenge is the increase in hotel room supply due to the reality of the shared economy.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

I don't think the fundamental proposition of price + location for value will change. Technology will continue to shape the ecology of the hotel room. There will be a polarization of room type. At one end is the utilitarian room. At the other, is the customized room (both product and service). The middle will suffer. Design, ecology, health and nutrition concerns will create huge amenity creep.

IRWIN PRINCE

PRESIDENT AND COO
REALSTAR HOSPITALITY



WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

I can't remember my job and title... should I be concerned? ;-)

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

Yes, back in 1996, I expected to be enjoying a hospitality company that provides best-in-class support with a dedicated team of hospitality professionals to an engaged franchise community... and visiting a Starbucks two or three times a day.

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

The speed at which technology is prompting (forcing) innovation in ways that could not have been imagined without the sea-change in the way people communicate.

Some things, however, remain the same, such as the fundamental importance of providing a memorable guest experience through personal interactions with guests. (More than bricks and mortar and the latest fads in colour and design.)

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

- Aging millennials, showers with grab bars.
- Evolution of booking channels with greater control at brand and property level.
- Brand consolidation—legacy brands adapt and remain strong, (recent entrants in sliver-niche segments disappear.
- Strategic branding to leverage the benefits of global brand awareness and distribution.
- Technology as an enabler; true hospitality will (still) be measured by a great personal experience provided by a guest-centric team at property level.
- Anticipatory technology in all areas of the hotel: back-of-the-house, revenue management and guest-facing, some of it voice-activated.
- Driver-less airport shuttle service.
- Electric car chargers in all parking lots.



MINAZ RAHEMTULLA

MANAGING DIRECTOR
LUXURY HOTELS
MANAGEMENT GROUP

WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

Twenty years ago, having just returned from the U.S., I completed the acquisition of my first two hotels in Eastern Canada competing with the likes of Journey's End/Choice Hotels (1997), the largest operator in Canada at that time. I was Director of Operations; however, that was a misnomer... you did it all!

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

Honestly, I thought I would be retired by now, travelling the world. In reality, the industry has evolved to be much more exciting with challenges and changes occurring at every turn. So I am still at it— no thought of retirement, however I am travelling the world!

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

The biggest change has got to be the Internet. Connectivity has resulted in real-time feedback, requiring operators to react faster than ever, both with service recovery and staying relevant. As travel gets easier across borders, our audience is expecting delivery of the same quality and service levels as they encounter around the world.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

There will be increasing consolidation among franchise companies, and more independent properties catering to the lifestyle segment, resulting in the drive to own your customer. With consolidation, hotels will be less focused on the OTAs and more focused on differences in service and experience. Canadian hotels in major city centres will also achieve parity in rate expectations along with other major city centre hotels around the world.

ADELE RANKIN

PRINCIPAL
CHIL INTERIOR DESIGN



WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

I was in my first year of college and worked part-time at an arts supply store. I spent my time stocking shelves with the latest oil paints and teaching small weekend workshops on block printing techniques. My time spent on campus was incredibly indulgent and allowed me to meander my way through general studies. It was a fantastic and stress-free time!

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

I didn't expect to be where I am today at all. I was studying art history and anthropology and honestly thought I would be the next Indiana Jones! It wasn't until I realized that I wasn't cut out for digging for ancient pottery shards that I started to re-evaluate my career direction. Luckily my parents were in the building and design industry and put me in touch with an interior designer who recommended I change my education path.

THINKING BACK OVER THE LAST 20 YEARS, WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

I think more than ever, the operators and brands are listening to the consumer and providing curated and experience-driven opportunities for the guests. The one-size-fits-all approach to hotels is no longer part of our vocabulary and even the biggest flags are individualizing the hotel stay for each guest. This is creating more competition and therefore a thirst for more creativity and better design.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

I think we are going to see an explosion of new building technologies and even more experiences that take hotel stays to the next level. People will want to layer their hotel stay with what makes it easier for them to be away from home, so we will see technology grow and be much more embedded in design. We will also see increased growth of wellness-focused hotels so that it becomes almost a wholeness perspective. Mental and physical health will be balanced with both operations and design. Custom cultural experiences will be the norm.



GOPAL RAO

VP SALES AND MARKETING
WESTMONT HOSPITALITY GROUP

WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

This was a big year for us — on March 19, 1996, my wife and I along with our two young children set foot in Halifax for the first time, as new immigrants, after a rewarding 14-years in Saudi Arabia, where I worked in inflight catering.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

At the time, I had no idea of what the future might have in store, except that we knew we were fortunate to call one of the best countries in the world home. Months after we arrived, I got my first break with Royco Hotels & Resorts as a regional sales manager and have had an exciting career. Very few people graduate from college with the vision of a hotel career, but this profession gets into your blood once you're in. As the famous song goes...you can check out, but you can never leave!

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

The Internet and intermediaries (OTAs) have changed the business — the way customers purchase hotels, and the way brands and owners constantly adjust and adapt to this ever changing landscape. The Internet started to become prevalent circa 1996, and it's been the single, most defining and game changing technology that our industry has ever seen.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

Personally, I plan on enjoying my CPP pension if it (or me) is still around! But in seriousness, the future will be nothing like today. Our industry was around during biblical times and I suspect it will be around for as long as humans exist. However, disruptions in technology, distribution and channels will abound. It is not entirely inconceivable that there will be hotels in space, on the moon or even on Mars. Perhaps even floating platforms en-route to Mars, just like the roadside inns of yore? In 20 years, space travel might be what affluent customers embark on, just like they did when commercial air travel was first launched.

IAN RICCI

SENIOR ACCOUNT MANAGER
GE CAPITAL CANADA



WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

I had not yet officially started in the hotel industry. But I was pretty sure I was going to end up there. My father had been in the hotel business for as long as I can remember. Twenty years ago, I was still living at home so if I wanted access to the family car, my duties ranged from inputting hotel information into the database to licking envelopes for a mass marketing mailer.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

I never thought I would end up in the financing side of the business. I thought I was headed for a long career in operations.

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

From an industry perspective, I think the two big changes have been technology and branding. Technology will continue to change how we physically travel and use hotels. From a financing perspective, there has been a steady increase in the number of lenders interested and willing to enter the hotel space. I believe the increased interest is a direct result of lenders chasing yield of previously deemed risky sectors, and the growth of branded hotel product has adjusted the risk profile of financing certain brands. As a result, owners have increased access to capital and reduced financing costs.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

I am curious to see two elements change: the first would be an increase in independent hotels in urban markets and the second, a focus around energy conservation/efficiency. As customer segments evolve and branding costs increase, I believe some experienced owners will explore independent solutions that focus on their specific locations and respective customer segments. Energy conservation will play a much larger role in design decisions and therefore product offering. Energy costs, particularly for Ontario owners, have increased drastically in the past 20 years. I believe the trend line for energy costs will continue in the same direction for the next 20.



SCOTT RICHER

VP, REAL ESTATE AND DEVELOPMENT, CANADA
HYATT HOTELS CORPORATION

WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

I was getting ready to enter my freshman year of university. I had spent the summer bartending at the Beaconsfield Golf Club in Pointe Claire, Quebec, which happened to be my first official hospitality gig.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

No I did not think I would be where I am today. I was about to enter the general Commerce program at Mount Allison University, but was far from declaring a major and admittedly, had not even considered hotels or real estate by that point. I somewhat “found” the industry about 10 years later through a series of what now, were clearly fortunate career twists and introductions to individuals who provided guidance and support. Those people remain valued mentors to me today.

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

Two things are the biggest changes in the past 20 years: 1) The shift from a retail business to a real estate business; and 2) The number of new entrants trying to get between hotel owners, brands and operators... and their guests.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

It will be interesting to see how geopolitics, macroeconomics, technology and subsequent consumer behaviour, impact the lodging sector as a whole. Regardless, I believe Canada will continue to present real value and relative stability by global standards. Who, where and how to realize that value will be the question.

JACKIE ROSS

PRINCIPAL, LEAD RECRUITER
JROSS HOSPITALITY RECRUITERS



WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

I was an Area Manager at Holt Renfrew in Vancouver, overseeing their ladies' contemporary fashion and accessories departments.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

My focus on retail store operations and my keen interest in how great leaders create strong brands led me to the recruitment and staffing industry. I come from a family of entrepreneurs, so starting my own business seemed natural. In 1996, I thought I would be a future retail executive. I did not anticipate that I would start a national recruitment agency, supporting Canada's largest service sector industries (hospitality and retail) recruiting needs.

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

My experience as a guest who travels often is that today there are more formats, service offerings and personalization. Twenty years ago you were loyal to a particular brand, but today brands seem less distinct than before. There are more loyalty programs today, but the Internet provides me with far greater opportunities to survey the market for the best price, service and amenities. OTAs not only seriously impact a property's profitability, but rating sites make the stakes higher for those who do not execute well, maintain and reinvest in their asset.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

From a staffing perspective, promoting hospitality as a career and creating workplaces that appeal to the next generation of job seekers should be a top priority. Despite the changing economic landscape, unemployment rates in the hospitality sector remain lower than the national average. The implications of long-term demographic and economic trends on labour supply and demand in Canada's hospitality sector show that we will see a labour shortage equivalent to almost 200,000 full-year jobs by 2030. Industry needs to continue to work with government and educational institutes to put programs in place to attract talent domestically and abroad, and to train our future leaders for the complexities of operating in a more diverse hospitality landscape.



MONIQUE ROSSZELL

MANAGING DIRECTOR
HVS

WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

I was Director of Catering at the Prince Hotel in Toronto.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

No, I never expected to be where I am today. In 1996, I had never heard of HVS!

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

The Internet has greatly empowered the client. This empowerment has led to huge growth in branded hotels, and the explosion of non-cookie cutter brands to meet this new discerning demand.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

As urban residences become smaller, hotels will begin to play bigger and bigger roles in the community from a social perspective. They will be the centres of socialization through celebration, learning and gathering, as well as relaxation. The importance of the guestrooms will become secondary, as the overall hotel experience will dominate in importance.

CARRIE RUSSELL

MANAGING DIRECTOR
HVS



WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

Twenty years ago, I was completing my degree at the University of Victoria and working at Swans Hotel in Victoria.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

After working the Christmas eve shift at the front desk of the hotel that year, I hoped I would be doing exactly what I am doing today. I made the decision to go into consulting in 1996 and all the pieces fell into place the following year.

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

I believe that the biggest change to the industry has been how we choose, book and evaluate hotels using the Internet. I remember doing a university project to create the first website Swans Hotel had and trying to convince the general manager that this was going to be a useful tool. And now the Internet has changed everything...how hotels are priced, how they are marketed, the power of the brands, the voice of the consumer, who controls the inventory.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

I would expect technology will continue to drive the major changes in the hotel industry. I would like to see technology changes that enhance the guest experience—easier and quicker check ins, no more key cards that fail or get lost, ease of ordering in food and beverage outlets. Hotels will always have a heavy staffing component, but technology could serve to support those staff and create a more enjoyable experience for the guests.



CINDY SCHOENAUER

DIRECTOR OF VALUATION
& ADVISORY SERVICES
CBRE HOTELS

WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

I was a full time high school student, but I did have a part-time job as a hostess at Earls Restaurant (Fir Street location in Vancouver). This was not my first hospitality job, in fact, my first job in the hospitality biz was answering phones and making pizza at Domino's the summer after I turned 15 years old. I was so eager to get a job and start making money!!!

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

In 1996, I did know that I was interested in the hospitality and tourism Industry, but I never ever thought I would become an appraiser. (I don't think anyone ever really aspires to become a real estate appraiser at the age of 15.)

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

Over my last 10 years in the hotel investment industry, I would say that we have seen more and more independent, boutique and lifestyle hotels opening. I think that millennials (myself included) are starting to make their impact on market demands. Developers and hoteliers have been carefully paying attention to us and the trend, and are now providing the product and service. Millennials are seeking unique experiences, technologically advanced, simple accommodations integrated with art and creative architectural design.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

In the next 20 years, I can see more Airbnb-type companies popping up, and eventually the major hotel brands will try to find a way into that marketplace. I think there is so much opportunity for Airbnb to create subsidiary companies, targetted to varied demographics, etc.

I understand that today, Airbnb may not be viewed as part of the hotel industry, but perhaps in twenty years it will be. As land costs continue to escalate and barriers to entry become higher, I think it's reasonable to think that Airbnb and vacation rental units will become more prevalent. Paris, France is a good example of that.

GLENN SQUIRES

CEO
PACRIM HOSPITALITY SERVICES



WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

I was Vice President of Hospitality at Fortis Properties and had just launched the Hospitality Division the year prior. I was based in Halifax and we were just completing our plans following the acquisition of the Newfoundland Government Holiday Inn portfolio.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

I had no idea that I would eventually be a major partner in my own company or have launched an IPO for a public company. What I did know was that I loved the hotel business, thoroughly enjoyed working with people and developing their career skills, and was attracted to acquisitions and development. I love to create and build hotels and companies. Over the last twenty years we have acquired and or developed almost 100 hotels, primarily across Canada, but also in the U.S. and overseas. I have launched or been a partner in numerous companies and in 2012 was global chairman of The IHG Owners Association.

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

The emergence of the select and limited service sectors are the biggest changes in our Industry over the last 20 years. Numerous developers and operators who would not likely have entered the business have in fact done so because of these segments. This has meant that hotel assets are held in many more ownership groups than in the past, which makes portfolio acquisition much more difficult.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

I believe the Canadian hotel industry will reflect what I expect to happen globally. I see a divergence between large and small. The large hotel companies will continue to focus on asset light, spin off divisions into new companies and acquire/merge with competitors to create scale, improve control of distribution and build their loyalty programs.

On the other hand, we will see the continued creation of boutique hotels and hotel companies, operating specific product and/or experience hotels or focusing on specialized geographies.



MARC STANILOFF

PRESIDENT AND CEO
SUPERIOR LODGING CORP.

WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

I was President of Royop Hospitality Corporation, a wholly owned subsidiary of Royop Properties Corporation, a TSE listed company. We had the western Canadian development rights for Super 8, and had 10 hotels under franchise.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

In my wildest dreams, I thought I would have 75 hotels under agreement and that we would still be a public company. We now have 135 Super 8s, 99 Travelodges and 15 Microtels. I'm still involved in hotel development but also in real estate, land, retail and shopping centre development.

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

The cost to build a hotel has increased five-fold—as well as operating costs and other expenses. The proliferation of brands amazes me. Who would ever have thought there would be so many? Other changes include the values of the industry, as players come and go. The way people book their rooms is different from what it used to be. Factors such as Airbnb were not there 20 years ago. People are willing to travel longer distances and they no longer use in-room phones.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

If I look in my crystal ball, I don't think the current explosive growth will last 20 years. I don't see costs going up like they did in the last 20 years—that's not sustainable. I think it's important to keep an eye on the Uber model and Airbnb. I see increased competition but an increased customer base. Younger people have more of a desire to take vacations instead of worrying about money—theirs is more of a "me" generation.

WAYNE TAYLOR

RETIRED, EVP
GLOBAL DEVELOPMENT
FRHI HOTELS & RESORTS



WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

Twenty years ago I was a Principal in the hospitality practice of KPMG, working with Lyle Hall and his team. We were planning the first Hotel Investment Conference with Bill Stone and Alam Pirani and their team. I do not believe any of us thought that the Conference would turn out to be the great success it has been over the years.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

Back in 1996 I had no idea that I would be recently retired as executive VP global development for FRHI Hotels & Resorts. I certainly did not contemplate that I would finish my career spending the last four years based in Zurich Switzerland. It was a rewarding experience and a great company to work for.

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

I would have to say the biggest changes to the industry would be the technology advances made. I guess this could be true for most industries; however, it is more dramatic in ours. The amount of information available for managing the day-to-day operation of the hotel due to technology is almost overwhelming. It affects every discipline in the property from marketing to housekeeping to financial controls and reporting, just to name a few.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

I believe the next 20 years in the Canadian hotel industry will see continued growth and be a strong contributor to the economy. Technology will continue to play a major role in the industry. I think the challenges will be to attract and retain the talent required for growth as many other industries will be competing for the same talent. My hope is that with continued technology advances and more and more information available to be analyzed that we do not forget that we are in the service industry and we need to interact with our guests and not get bogged down with the reams of information available to us.



RANDA TUKAN

SENIOR VP
HOK

WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

Around this time 20 years ago, I had just finished up a mid-career Master's Degree at Harvard University and was getting ready to move back to Canada to continue my design career.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

No, I didn't think I would be where I am today. Opportunities for creative hotel design were fairly limited in Canada at the time. The Canadian hospitality market was mostly a roll out of "cookie cutter" standard product and remained so for quite some time. Boutique-type hotels were few and far between, percolating mostly in Montreal.

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

Design-wise, the industry, in my mind, was pretty uneventful for quite a long time. It wasn't until the last few years that hotels owners/brands started taking advantage of the slow market to rethink their existing properties and look at ways to emerge renewed upon recovery of the market. It was around that time we partnered with Delta hotels to create their new Canadian face, define their brand, and increase their visibility and profile. This recovery period witnessed some new hotel openings/renovations/conversions that, I believe, mark a turning point in the Canadian hospitality market. I feel that Canada, over the last few years, has really started developing its own unique personality when it comes to hotel design. There is a certain Canadian flair to the design solutions irrespective if the brand is uniquely Canadian. I think this change is contributing heavily to a newly found "Canadian Coolness."

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

The next 20 years, I believe, will see continued development of a unique Canadian hospitality character with significant increased interest in unique hotel properties that speak to the locale, and a surge in reinterpretation of existing or landmark buildings that will redefine Canada in the hotel industry. Being able to contribute to this change is exhilarating!

TENA VANDENBERG

DIRECTOR,
REAL ESTATE DEVELOPMENT
SILVERBIRCH HOTELS & RESORTS



WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

Twenty years ago, I was living on Paradise Island in the Bahamas and working as an independent chartered accountant providing accounting and auditing services to various tourism companies, hotels, resorts, and international banks.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

No, I did not expect to be where I am today. I knew that I would eventually move back to Canada, but working in the hotel industry and in particular in the area of hotel development was not even on my radar.

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

The biggest change is the number of brands that now exist under any one of the brand umbrellas offering hospitality services to a number of different customer segments. Marriott now has 19 brands under its umbrella, Hilton has 12 brands, Hyatt has 10. The use of technology and the Internet in hotel operations for marketing, distribution, reservations, room management, guest accounting, back office, and energy management is another major change.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

Fewer hotel brands will exist in the marketplace, as hotel companies garner brand growth and expansion through acquisition of competitors.



BETH WALTERS

PRESIDENT
BWC

WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

Twenty years ago I was based in Vancouver as a National Director of PKF Consulting Inc. responsible for Western Canada. Only four years earlier, we had moved from operating a hospitality consulting division within a large chartered accounting firm to developing a freestanding national Canadian consulting firm focusing on hospitality.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

The feasibility, valuation and appraisal work of PKF gave us detailed economic knowledge for hotels and resorts, tourism attractions, food and beverage venues, convention centres and other businesses. Our ability to extend that knowledge into hundreds of communities and help shape the communities was personally satisfying. I loved the strong sense of teamwork and the ability to share interesting projects with the talented team at PKF. Given the variety and scope, I would not have envisaged a change away from the hospitality consulting environment.

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

Twenty years ago, liquor oriented hotels with strippers were not uncommon, and liquor laws were very restrictive. Many Western Canadian hotels were built in order to have liquor licenses. Lifestyle changes have altered the style of hotels and F&B. We saw the emergence of limited service hotels, with a simplified amenity package. On the negative side, I feel that the financial industry role for hospitality has changed. Today, financial companies have a more pragmatic approach and many borrowers no longer access their advice. That has left many less experienced developers and owner operators vulnerable.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

Huge technological changes, simplification in hotel operations, use of robotics, a move away from in-house financials etc. A return to more international hotel investment and greater consolidation. Airbnb raises the question of the validity of using existing infrastructure and incorporating it into the hotel industry from an environmental perspective.

ERIC WATSON

COO
MASTERBUILT HOTELS



WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

I was in the middle of my engineering degree at the University of Calgary.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

Ummm, no.

THINKING BACK OVER THE LAST 20 YEARS, WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

I would say there are three things:

- The emergence of the Internet and everything that has come with it (OTAs, change in guest booking behaviour, etc).
- The rise of the importance of loyalty reward programs and brands in general.
- The general quality of the product has increased dramatically (driven by building code, guest expectations, costs). Two storey exterior corridor motels have become dinosaurs and today the economy segment has largely been replaced by the limited service, midscale box whose rooms would have been considered upscale (if not luxury) 20 years ago.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

- I believe we will see the emergence of robotics in hotel operations (this will be a game changer in the limited service space).
- Boutique/lifestyle brands that effectively cater to millennials and Gen Z will take a much more significant share of the market.
- The Asian market (China in particular, followed later by India), both from a traveller and hotel investor perspective, will dramatically change the hotel landscape in Canada.



CAMERON WOOF

ACCOUNT MANAGER
GE CAPITAL CANADA

WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

I was attending high school in Guelph, working part time at the University of Guelph's catering and banquet services, and still three years away from graduation.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

I definitely didn't expect to be where I am today. At the time, I was probably thinking about how many days were left before summer holidays.

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

The biggest changes have happened in the areas of technology and guest expectations around "comfort". Free breakfasts (let alone HOT breakfasts) were not as common as they are today; decorative pillows, pillow firmness choices, organic toiletries, Internet access, walk-in showers and deluxe shower heads weren't even on the radar.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

I think the Canadian hotel industry will continue toward an ever-increasing array of hotel segment choices and brands—customized hotel experiences and niche products will become the norm. However, at some point, I believe there will be a backlash to the over-abundance of customer choice, with a return to "old-school" amenities and a focus on the superior service of yesteryear. There will be a significant group of hotel customers that simply no longer equate an endless choice of brands to better quality, and will instead choose simplicity as a way of escaping the increasingly complicated, high-tech world we live in.



CAM, BROOKE & BLAIR CHRISTIANSON

CANALTA HOTELS

WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

In 1996 we would have had four small hotels and had not yet started in the food or construction industries.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

Short answer, no, we didn't think we would be where we are today.

That being said, as a family we did know that we had a passion for the hotel business and ultimately knew that the three of us wanted to continue to grow our family company and be in business together. I guess it is kind of wild to look back now and think in the last 20 years we have opened over 110 hotels and restaurants as a family and today employ upwards of 3,000 great people and are still having lots of fun doing it!

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

Everything today is much more complex and competitive than it used to be, whether it is hotel operations, development or construction. There is no doubt the increased number of brands has changed the landscape combined with the growth of more sophisticated ownership groups. Guests' expectations and technology have increased very dramatically, which has put lots of pressure on the P&L to deliver the appropriate product and maintain profit margins.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

We would expect to see further consolidation within the industry and continue to see more brands emerge or gain traction in Canada. Technology will also continue to change at a rapid pace and be disruptive.



JEAN-YVES, CHRISTIANE, HUGO & MARIE PIER GERMAIN

GROUPE GERMAIN HOTELS

WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

Twenty years ago, we had opened our first hotel, Le Germain-des-Prés, in Ste. Foy, Que., now the Alt Hotel Québec, and were thinking about opening other hotels. At the time I had three kids, and now I have five.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

We are very happy where we are today, as the leader in what we are doing in the country—Canadian boutique hotels. Hotels are not like retail—you have to find a location and build the hotel. It takes time.

By 2020, we hope to have more than 20 hotels across the country.

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

The Internet has brought a lot of change. OTAs have changed the way people book travel and look for product. Twenty years ago there were 800-line call centres. Now people have access to everything online, and they can see the hotel before they go. At the end of the last 20 years, Airbnb has become another part of the equation. I see Airbnb more as lodging and not hospitality—hospitality includes service, the whole experience. My concern is with regulatory and tax issues, but they're here to stay, that's for sure.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

We should have a good presence across the country, and we hope to export our brand to other countries. We have some good family members to succeed us. We might not ever be Starwood, but we will be a good player in the country, and we have fun with what we are doing. We are always one of the companies that bring in new ideas—the biggest challenge is to keep up that pace and stay ahead of the curve in our industry.



STEVE & REETU GUPTA

THE EASTON'S GROUP OF HOTELS

WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

STEVE GUPTA: Twenty years ago, I was running Easton's Group of Companies, but at the time we were developing restaurants, gas stations and renting out more than 7,000 residential apartments. Since then, the company has changed its focus to hotels as well as development of residential condominiums.

REETU GUPTA: In 1996, I was in high school and worked on reception during the summers, handling rent-rolls for the rental apartment business. At that young age, I didn't necessarily enjoy the work, but what those summers taught me allowed me to be where I am today.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

STEVE GUPTA: We are blessed—I didn't expect to be where I am today. When an opportunity comes, it doesn't matter if we have done it before or not. We learn and put our heart and soul into it, working hard, not taking no for an answer until we achieve our goals.

REETU GUPTA: When I was very young, my Dad gave me a business card holder shaped like a briefcase. I carried it everywhere, so on some level I knew this is what I wanted to do.

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

STEVE GUPTA: During the past 20 years, the upper mid-range of hotels has become more prominent, with 3.5-star brands like Courtyard, Hampton and Hilton Garden Inn.

REETU GUPTA: Twenty years ago, the industry was male dominated, but now women are not only in sales but also in management and leadership positions. The variety of travellers has expanded—business travellers used to be mainly male, but now there are more women and the age range is all over the map.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

STEVE GUPTA: More hotels are aimed at young professionals in Gen X and Y. They want high-tech hotels, independence and lobbies with people. Even in five years, with technology changing, the front desk will be eliminated in favour of computer packs or terminals. People will use their phones to get into their rooms.

REETU GUPTA: Rooms will be a lot more customizable in terms of lighting and music (all related to Wi-Fi). Designs will be extremely different and Virgin already has a hotel that mainly caters to women.



SAM, NINA, FARHAN & NATASHA KASSAM

STERLING GROUP

WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

In 1996, we had three hotels.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

Since the start of our hotel business, we have led the industry with 42 hotels, with all but two where the real estate was not owned. There have been four recessions and ups and downs in the economic cycle, plus SARS and the Iraq war. Through all that, we have managed to ride out the downturns and had the strength to survive. For example, in the severe downturn, we relied on the members of the family. At every turn and twist, the kids and their mother remained committed to the purpose.

The lessons we learned from these downturns were most important. The relationships with our brokers and suppliers, banks and lawyers were profoundly important. Of course, throughout four decades of strong business relationships, they came to our aid each time. The hotel franchisors with whom we enjoy great friendship have helped grow our company.

THINKING BACK OVER THE LAST 20 YEARS,

WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

One hotel, one building at a time is how the family built their enterprise. Hospitality has always been a great business, but of late, the technological revolution has almost removed the guest. Guest loyalty is based on top-notch service. Guest satisfaction scores and reputation management have become the lifeline of the hotel business.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

Moving to 2036 — wow, it is hard to foresee 20 years out! The Internet of everything, driverless cars, clean energy and Gen Z are all going to be part of planning for the future. I have no doubt the hotel industry will survive all the future challenges and just become more interesting and profitable. The world has become smaller, more people will be able to travel freely at a very reasonable cost, so destination travel will be in great demand.

With that in mind, Sterling Group has adapted to focus the growth of its hotels in city centre locations. The company has already instituted its plans in Toronto, Montreal and Phoenix, and Chicago, Boston and Calgary are on our horizon. Our product is hospitality; our strength is our staff.



JOHN & ROB O'NEILL

O'NEILL HOTELS & RESORTS

WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

I remember the first Canadian Hotel Investment Conference very well. My brother, Rob, was a speaker, and we were launching Canada's first public hotel REIT on June 25, 1997. The first hotel investment conference was held just before that and we were informing the Canadian hotel investment community and promoting our new venture. It was a great vehicle for us.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

It's been quite a busy 20 years. In 1994, our company was really small, starting in 1997 we were small to medium size, with CHIP REIT we were really big starting in 1999-2000, then we got small again and by 2016 we are quite large again with 83 hotels in Canada and the U.S. Rob is also CEO of American Hotel Income Properties (AHIP) REIT. I credit the CHIC conference with helping us to meet the right people and get CHIP REIT going. Rob and I have been guest speakers at over half of these conferences, and we have attended just about all of them.

THINKING BACK OVER THE LAST 20 YEARS, WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

The biggest change is the Internet, the rise of the OTA, and intermediary booking agents. The number of people who can access our product is way up, and price competition is fiercer than ever—it's kept the pressure on the average rate. I love the distribution, but I don't love the downward pressure on rates. The way hotels are financed has changed over the years, but hotels remain a good long-term investment, regardless of the source of financing. Other than one year, hotel demand has always outpaced supply. Demand keeps ticking along.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

The current boomer generation and Gen X are living longer than ever and they form a very affluent bubble. They have money and they travel more than any other generation in history. I don't see the demand going anywhere but up!



RYAN & BOB POMEROY

POMEROY LODGING LP

WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

In 1996, the goal was to have 10 hotels in 10 years. At that time, there was no clear cut vision or path to our success just the drive, passion and tenacity of my father Bob Pomeroy. His determination to build a legacy bearing our family name in the Peace Region prompted a lot of hard work: learning the ins and outs of the industry, pounding the pavement making deals, building relationships and growing a very focused organization.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

It's been an exciting 20 years and I'm confident the next 20 will be equally exciting. In all honesty, it feels like we're just getting started and there's still so much we want to do. The future is brighter than we ever could have imagined.

THINKING BACK OVER THE LAST 20 YEARS, WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

One of the biggest changes to the hotel industry has to be the introduction of the Internet. Its conception has opened, to both hoteliers and prospective guests, a whole new world of readily accessible information via several different distribution channels at the click of a button. The use of the Internet as a sales channel, has revolutionized the booking decisions of guests. With more booking channels emerging all the time, it is more important than ever to ensure you are visible and that the right information is shared across all distribution channels. This increase in mobility and convenience for the end user adds a whole new world of pressures and rewards for hoteliers, especially by way of guest reviews. Peer review sites like TripAdvisor, which allows the guest to rate and review their stay instantly to a very large network of users, can have a huge influence on the booking decision of future guests. In a matter of seconds, these reviews, posts and comments become a very persuasive marketing tool for your brand.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

My biggest prediction for the Canadian hotel industry is that the industry will become less standardized as a new generation of consumer emerges who values unique experiences over consistency. The future will see guests and travellers who respond to meaningful conversations and personalized messaging more than loyalty programs and direct marketing campaigns.



ASHOK, ANIL, RAJAN & ANISH TANEJA

PALM HOLDINGS

WHERE WERE YOU 20 YEARS AGO, I.E WHAT WAS YOUR JOB AND TITLE?

ASHOK TANEJA: In 1996 I came to Canada on a vacation from England. While I was in Canada I foresaw a more suitable future for my children, Anil, Rajan and Anish. Our hotel business in the UK was progressing, but the opportunities were limited. We moved to Canada and acquired our first hotel in Toronto, The Inn on the Lake. In the U.K., we did not work with brands and I was skeptical regarding ROI due to the higher fees. At the same time, we found the hotel needed the support of a distribution system. The Four Points by Sheraton brand became available from Starwood and offered branding flexibility for the hotel. From this point onward, opportunities were endless.

BACK IN 1996, DID YOU THINK YOU WOULD BE WHERE YOU ARE TODAY?

ASHOK TANEJA: Looking back, I always dreamed that I would be working with my three sons. I am more optimistic of the future, as with their knowledge and capital, the world is their oyster.

THINKING BACK OVER THE LAST 20 YEARS, WHAT DO YOU SEE AS THE BIGGEST CHANGES TO THE HOTEL INDUSTRY?

ANIL TANEJA: Our business originally started out as a last minute hotel booking agent named First Option. We would arrange hotel accommodation for last minute travellers as they got off the plane or train in exchange for a commission from the hotel. The business was very successful and we grew across Europe and the US. With the exposure of the internet, OTA's and phone apps, the business is no longer relevant in today's hotel organizations. The relevance of brand booking websites and OTAs is nothing we could have predicted at that time, it has completely changed not only the way we sell our rooms but the way we perceive our customers.

WHAT ARE YOUR PREDICTIONS FOR THE CANADIAN HOTEL INDUSTRY IN 2036?

ANIL TANEJA: Being a millennial, I see hotels changing their operating strategies to provide experiences versus a regular stay. Boutique brands started the trend, and now the larger brands are spinning off newer brands to accomplish this strategy. If the core brands fail to get on the "experiential" bandwagon they won't have much relevance by 2036.