



CONTACTS

Current residence: 1304 Golf Towers 2, The Greens, Dubai (UAE)
Place and date of birth: Pescara (Italy), 2nd July 1976
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SUMMARY

- More than **20 years' experience** in **global companies** of **hotel real estate ownership, asset management, investments, valuation and advisory**
- Current managing a **portfolio of USD 20 Bn**; negotiated 100+ HMAs/Franchise agreements, valued 1,000+ hotels worldwide
- Developing **portfolio strategy** (acquisition, brand/operator changes, etc.) and **asset** (efficiencies, synergies, etc.) to enhance profits / values
- **Board member** in several **hospitality owning companies, international hospitality advisory firms** and **professional real estate organizations**
- Worked/lived in **multiple ethnic / cultural environments** and **extensive industry network** in Europe, Middle East, and Asia

EXPERIENCE

June 22 – Present **Head of Asset Management, WASL HOSPITALITY**, Dubai (UAE)

The largest hotel and golf owner in the UAE with 32 properties across Dubai (midscale to luxury, city and urban beach resorts).

Strategy: set-up 5-years strategy for the overall portfolio and for each individual asset to meet profit expectations of 1 Bn AED per year and portfolio value of 18 Bn AED.

Reporting: Direct to CHLO and Group (monthly/quarterly/yearly) on financial results/strategies

Asset Management: review hotels' teams on revenue & yield management control, OpEx and CapEx control, flow-through enhancement, online presence and positioning, budget negotiations, CapEx projects identification and feasibility.

Investment: currently involved in studying several investment opportunities across Dubai / UAE.

June 20 – Present **Advisory Board, PKF HOTEL EXPERTS**, Vienna (Austria)

Member of the Advisory Board

Jul 16 – May 22 **Associate Director - Hospitality & Leisure, Asset Management & Investment, ALDAR PROPERTIES PJSC**, Abu Dhabi (UAE)

The largest developer, management, and property company in the UAE. Portfolio of US\$ 10 Bn divided into 50% residential, 30% retail and 20% commercial & hospitality. Quoted in the Abu Dhabi stock market since 2005.

Strategy: set-up 5-years strategy for the overall portfolio and for each individual hotel and leisure asset

Reporting: Direct to CPO, CEO and Group (monthly/quarterly/yearly) on financial results/strategies

Asset Management: leading the asset management team and hotel operation subsidiary: revenue & yield management control, OpEx and CapEx control, flow-through enhancement, online presence and positioning, budget negotiation.

Investment: set-up hospitality investment strategy. Analyse and present opportunities to Investment Committee. Covering full investment process (incl. Due Diligence, etc.). Currently setting up largest multi asset class REIT in Middle East.

Development: assisting the development team with concepts/briefs. Monitoring developing assets in Abu Dhabi and Kazakhstan. Select hotel operators, negotiate HMAs, TSAs and Franchise with multiple operators.

Achievements:

- *Board and Executive Committee member in several subsidiaries: Aldar Hotels & Hospitality, Aldar Lifestyle, Royal House*
- *Over-achieved portfolio Budgets in 2017, 2018, 2019, 2020 and 2021 (with flowthroughs up to 300%)*
- *Executed turnaround strategy for the W Abu Dhabi (former Viceroy) increasing asset value by AED 120+m*
- *Executing franchise turnover and cluster of 6 hotels (Yas Plaza hotels) increasing value by AED 500+m*
- *Establishing largest Management Platform in UAE to operate 6 hotels (1,760 keys) under 6 franchise contracts*
- *Acquired USD 400+m of assets in a USD 1.4 Bn acquisition leading to transition/implementation for each asset*
- *Established automated templates for financial reporting both in excel and through a Business Intelligence software*
- *Board Member in several Aldar subsidiaries and high achiever in all year-end reviews (either 4 or 5 score over 5)*

Jun 15 – Jun 16 **Head of Consulting, PKF HOTEL EXPERTS**, Dubai (UAE)

Network of specialists and appraisers servicing investors/developers in the hospitality, real estate and tourism.

Advisory: leading the team (8 people) in the preparation of: destination programming strategies, RICS valuations, feasibility studies, portfolio strategies, highest & best use studies (across multiple asset classes), etc.

Leading all operator searches and selections, contract negotiations (HMA and franchise).

Leading all asset management services in UAE and across the region including both monthly reporting and strategic inputs.

Achievements:

- *Established internal templates and procedures to deliver reports (improved efficiency by 250%) in 3 months*
- *Delivered training on valuations and feasibility to implement new internal templates /procedures*
- *Increased company's profile on LinkedIn, media and local press through articles, interviews, conferences, etc.*

Feb 12 – May 15 **Senior Vice-President, JLL HOTELS**, Madrid (Spain)

Leading real estate consulting and brokerage firm quoted at NYSE with 200 offices worldwide in over 70 countries.

Asset Management: Leading Asset Management services supervising operators in operations to maximise NOPs.

Brokerage: leading entire process for asset sale (both portfolios and single asset).

Advisory: leading the advisory team (6 people) in the preparation of: valuations, feasibility studies, etc.
Leading operator searches and negotiation of hotel leases / management contracts.

Achievements:

- Asset managed large urban resort complex such as Rey Juan Carlos I (now Fairmont) Barcelona for 2 years
- Participated in buy-side portfolio valuations (mixed-use) in excess of € 5 Bn and hotel specific (up to € 340 m)
- Coordinated and supervised large portfolio valuations (i.e. Melia' Hotels featuring 86 assets in 14 countries)
- Valued most iconic hotels in Spain/Portugal (W, Hotel Arts, Ritz Madrid, Edificio España, Pontegadea Portfolio)
- Nominated Exceptional Employee of the year (2013) for worldwide firm
- Reached 80%+ department budget in 2013 and 2014 on direct sales achieving 16 new clients

Jan 08 – Jan 12 **Senior Associate, HVS – GLOBAL HOSPITALITY SERVICES**, Madrid (Spain)

Hotel valuation and advisory boutique firm comprising 30 offices worldwide. HVS is a reference in the industry having written the methodology for hotel valuations.

Advisory: Supervised conceptualization, feasibility and valuations of integrated resorts including: hotel, golf, marinas, residential (i.e. time-share, fractionals, rental pool, etc.), conference centre and sport/leisure facilities.

Achievements:

- Participated in buy-side portfolio valuations above € 1 Bn and hotel specific (up to € 300 m)
- Reached 30%+ department budget in 2011 and 2012 on personal direct sales achieving 7 new clients

Jan 07 – Dec 07 **Senior Consultant, CBRE HOTELS**, Rome (Italy)

Leading commercial real estate company with 44,000 employees in 300 offices worldwide.

Advisory: leading the hotel team in preparing valuations, feasibility studies, business plans and financial return calculations for hospitality investments. Offered specialized services for hospitality real estate funds (REITs).

Capital Markets: direct involvement in operator searches, contract negotiations (lease and management contract), sale advisory and asset sale/liquidation.

Achievements:

- Established internal models, templates, and procedures to deliver reports
- Participated in the first Italian hospitality REIT set-up

Sep 04 – Dec 06 **Senior Consultant, Hotel, Leisure and Real Estate team, KPMG ADVISORY**, Budapest (Hungary)

Amongst the largest professional services companies in the world and one of the Big Four auditors employing 155,000 people and offering three lines of services: audit, tax, and advisory.

Advisory: undertaken 50+ feasibility studies and valuations for hotel and mixed-use resorts across Europe.

Jul 01 – Aug 04 **International Desk Coordinator, BOCCONI UNIVERSITY – INTERNATIONAL OFFICE**, Milan (Italy)

Leading University in Italy. International Office provides support/services to c.a. 800 international students per year.

Jun 00 – Jul 01 **Officer – Event Department, ISPI – INSTITUTE FOR INTERNATIONAL POLITICAL STUDIES**, Milan (Italy)

Italian most important think-tank specializing in diplomacy and international relations.

Mar 00 – Sep 00 **Officer, U.S. CONSULATE GENERAL – COMMERCIAL OFFICE**, Milan (Italy)

Commercial section of the US Consulate to promote business and partnership amongst the two countries.

EDUCATION

Aug 2021	HFTP - HOSPITALITY FINANCIAL AND TECHNOLOGY PROFESSIONALS, Washington DC (USA) USALI Theory Certificate
Aug 2021	HFTP - HOSPITALITY FINANCIAL AND TECHNOLOGY PROFESSIONALS, Washington DC (USA) Hospitality Benchmarking
Sep 08 – Dec 08	CORNELL UNIVERSITY, Ithaca (USA) Certificate in Hotel Real Estate Investments and Asset Management
Nov 03 – Jun 04	BOCCONI UNIVERSITY, Milan (Italy) Master in Tourism Economics
Sep 96 – Jul 01	BOCCONI UNIVERSITY, Milan (Italy) Degree in Economics
Sep 99 – Sep 00	ERASMUS UNIVERSITEIT ROTTERDAM, Rotterdam (Nederland) Master in Urban Economics and Management

LANGUAGES

Fluent:	English, Spanish, Italian
Advanced:	Portuguese
Beginner:	Mandarin

ACCREDITATIONS

Mar 19 – Present	IESSC - INTERNATIONAL ETHICS STANDARDS SETTING COMMITTEE , New York (USA) Member of the Real Estate Committee
Aug 09 – Present	RICS - ROYAL INSTITUTION OF CHARTERED SURVEYORS , London (United Kingdom) Accreditation as Fellow Member (FRICS) since May 2013 Accreditation as Member (MRICS) since August 2009
Dec 16 – Present	CRE - COUNSELLORS OF REAL ESTATE , Chicago (USA)

	Member Global Board Member of the European Board
Jan 17 – Present	HAMA – HOTEL ASSET MANAGEMENT ASSOCIATION , Dubai (UAE) Member of the Board (Middle East)
Jan 17 – Present	IoH - INSTITUTE OF HOSPITALITY , London (United Kingdom) Fellow Member

PROFESSIONAL ASSOCIATIONS - BOARD APPOINTMENTS

- HAMA, Hotel Asset Management Association (Dubai, UAE) – Board Member
- CRE Counselors of Real Estate –Board Member
- FHS - Future Hospitality Summit – Advisory Board Member
- HITEC - The Hotel Show – Advisory Board Member (UAE, KSA)

LECTURING

Apr 16 – Present	Associate Professor of Hotel Real Estate Valuations & Asset Management DUBAI REAL ESTATE INSTITUTE , Dubai (UAE) <i>Training Centre of the Dubai Land Department providing postgraduate and master courses on real estate</i>
Dec 10 – Mar 15	Associate Professor on Hotel Real Estate Investment & Asset Management - online classes IE BUSINESS SCHOOL (INSTITUTO DE EMPRESA), Madrid (Spain) <i>Leading international Business School with MBA ranked 3rd in Europe and 7th worldwide by Financial Times</i> Achievements: <i>graded 4.96 (out of 5) by students; best professor in the University in academic year 2013-14</i>

Visiting Professors at: [Erasmus Universiteit \(Rotterdam\)](#), [Bocconi University \(Milan\)](#), [Budapest Business School \(Budapest\)](#),

CERTIFICATIONS

Aug 2021	USALI-11 Practice, Analysis & Compliance Certificate – HFTP - Hospitality Financial and Technology Professionals
Aug 2021	USALI Theory Certificate – HFTP - Hospitality Financial and Technology Professionals
Aug 2021	Hospitality Benchmarking Certificate – HFTP - Hospitality Financial and Technology Professionals

ARTICLES / CONFERENCES

May 2021	HITEC Dubai, The Hotel Show – Panel on USALI latest trends
April 2021	Workcation – the hospitality fix we have all been waiting for? – in conjunction with PKF hotelexperts
Oct 2020	How to Franchise your hotel – Hotel News Magazine
Sept 2020	AHIC – Speaker on two panels : the future of HMA post-covid, How to generate efficiencies in payroll
May 2018	Use financial leverage to become richer_ – Hotelier Middle East
March 2018	Increase hotel value through CapRate – Hotelier Middle East
February 2018	GIOHIS Conference – Speaker on USALI Panel
October 2015	Hotel Valuation: Art & Science! – PKF Knowledge Report
May 2014	“Which one is the best exit strategy for my Hotel?” Speaker at IE Business School Hotels Conference
May 2013	“Asset Management in the hotel luxury sector” – Speaker at JLL Conference on Luxury Hotel Market
February 2013	When robustness isn’t just an opinion – RICS Commercial Property Journal, Feb 2013
December 2012	JLL Hotel Intelligence Spain – JLL Intelligence Report
June 2012	Maximize the value of your Hotel – JLL Spain, Official Blog
June 2012	Maximize your Hotel Value by Asset Managing it! – Speaker at IE Business School
August 2011	Lisbon Hotel Market Review – HVS Market Intelligence Report
September 2010	Madrid Hotel Market Review – HVS Market Intelligence Report
August 2009	Barcelona Hotel Market Review – HVS Market Intelligence Report
May 2009	Madrid Hotel Market Review – HVS Market Intelligence Report

INTERESTS

Travelling:	Lived and visited more than 50 countries in Europe, Middle East, Asia, North America
Geography:	Writer of the economic profile of several countries in the World Economic Atlas (De Agostini, Italy)
Leisure:	Tennis (Ranked C4 level in 1994 and 1995 at the Italian Tennis Federation), Gym, Swimming, Reading, Meditation, Music