

Biography of Roger S. Cline

Roger Cline is Chairman and CEO of Roundhill Hospitality, a professional services firm dedicated to providing advisory and support services in the hospitality and leisure industries. He is a certified arbitrator and mediator and has extensive litigation support experience in the hospitality industry.

He has extensive experience in the hospitality and leisure sectors in marketing, operations, finance and development. Educated at London's Westminster Hotel School (MHCI 1966) and Columbia University's Graduate Business School in New York (MBA 1970), his early training commenced at the Ritz Hotel in Paris and The Waldorf Astoria Hotel in New York.

His consulting career commenced in 1970 at Pannell Kerr Forster where he became a partner in 1979 and the firm's National Director of Management Advisory Services. His experience included market and economic feasibility studies, strategic planning, merger and acquisition consulting and market planning in the international hotel industry.

From 1982-1990, Mr. Cline was Senior Vice President, Development at Omni Hotels and led the growth of the company from a small regional group called Dunfey Hotels into a large international hotel chain. During this period, his responsibilities included the financing and development of new hotel development, acquisitions and sales of existing hotels, mergers and acquisitions, management contract and franchising programs and long range planning. Mr. Cline joined Hospitality Valuation Services in 1990 as its Executive Vice President and founded HVS Financial Services, an investment banking firm specializing in the hospitality sector.

From 1993 to 2002, Mr. Cline was Director of Hospitality Consulting Services at Andersen. He is founder and co-Chair of the New York Hospitality Council, a member of the Executive Committee of the Advisory Board of New York University's Center for Hospitality, Travel and Tourism; a member of the Advisory Board of Cornell University's Center for Hospitality Research; a member of the AH&MA technology standards oversight committee and its Millennium Committee, Managing Editor of the Hospitality and Leisure Executive Report and a frequent writer and speaker on issues concerning the hospitality and leisure industries.

Mr. Cline founded and managed the global research program "Hospitality 2000" in conjunction with New York University and Hospitality Finance and Technology Professionals (HFTP), entitled "Hospitality 2000" which focused on defining the key issues of significance for the hospitality industry as relates to strategy, people, technology, capital and e-Business.

In August 2000, Mr. Cline was recognized in the American Hotel and Motel Association's 75 Profiles in Leadership inaugural list as an industry leader and luminary. As a member of the planning committee for the World Economic Forum's hospitality and tourism program in Davos, Switzerland, Mr. Cline has also helped define the industry's global agenda.

Mr. Cline has led numerous major consulting engagements in the hospitality sector for organizations both large and small in the private and public sectors and has extensive experience dealing with issues between hotel owners and operators.



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Selected Experience

Expert witness in numerous hospitality industry litigation matters including management contract disputes, valuation issues, corporate cost allocations, franchise agreements, centralized purchasing, frequent traveler programs, radius restrictions, customer ownership, working capital, books and records, financial disclosure and reservation systems, among others. Arbitrator and mediator on several owner/management company disputes.

Strategic plans and organizational reviews for a variety of hospitality and leisure companies and associations including Marriott International, Hilton Hotels Corporation, Leading Hotels of the World, Ian Schrager Hotels, Swissotels, Choice Hotels, Colonial Williamsburg, Starwood Hotels & Resorts, MGM Mirage, Qatari Diar, International Association of Convention and Visitor Bureaus; Author of "Strategic Alliance Partnering in Hospitality", "*The Hotel Organization of the Future*", "*Hospitality Adjusts to Globalization*", "*From Physical Assets to Customer Equity*", "*Up at Night – Hospitality's Stay Awake Issues*"; "*Hospitality 2000 - A View to the Next Millennium*". Coordination of the pre-merger organizational planning for a major international hospitality company. Author "*Post Merger Integration in the Hospitality Industry*". Customer relationship management system strategy for major international hotel group.

Organizational design projects for large and medium sized hospitality companies. Review of people, processes and technology. Continuous Improvement project for leading Asian hotel group. Operational reviews for numerous hotel properties. Review of hospitality e-Procurement sector and systems. Created franchising program for U.S. hotel group.

Technology strategy project for major US hospitality company. Member of Technology Standards oversight committee of the American Hotel and Motel Association. Author of "*Investing in Technology for Competitive Advantage - The Challenge Facing the Hospitality Industry*". Project Director, Hospitality eBusiness: The Future – a global survey of eBusiness practices in the hospitality industry. Annual speaker at HITEC – the international hospitality industry's leading technology convention and exposition.

Market and economic feasibility studies for hospitality and leisure projects throughout the Americas, Europe, Africa, Asia-Pacific; Market planning - analysis and preparation of corporate marketing plans and market overview studies; Market research for civic and convention centers, performing arts and theme park projects. Development of tourism master plans for several governments (Haiti, Nicaragua, Ivory Coast) funded by the World Bank and related international financial agencies.

Hotel property valuations for various property types throughout the United States and large portfolios of hotel and gaming properties in Europe and the U.S. Comprehensive due diligence for hospitality property and corporate acquisitions and mergers.

Managed growth and development for a major hotel chain. Responsible for management contract negotiations, the launch of a hospitality franchise business, the acquisition and disposition of real estate, mergers and acquisitions, joint ventures and strategic alliances. Extensive advisory services on hotel management contracts for both owners and operators. Author of White Paper on hotel management contracts for the World Tourism Organization. Capital markets advisory including the disposition of individual hotel property and portfolios of property as well as capital-raising for hospitality companies.

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Publications

Managing Editor, The Host Report; Managing Editor, The Hospitality Executive Report; Frequent contributor to national press and hotel trade publications on hotel industry matters; Author: "The Outlook for Hotel Lending"; "The Hotel Organization of the Future"; "Hospitality Adjusts to Globalization"; "Public Market Financing of the Hospitality Industry"; "Brand Marketing in the Hospitality Industry"; "Hospitality 2000, A View to the Next Millennium"; "Investing in Technology for Competitive Advantage"; "Hospitality Investment: The View from Wall Street"; "Hospitality 2000-A Business Model"; "Consolidation in the US Hospitality Industry...The Urge to Merge"; "Hospitality 2000: The People"; "Creating Enterprise Value Around the Customer...A Strategy for the Hospitality Industry"; "The Leader's Forum...Senior Management's Perspective on Hospitality Issues"; "Hotel REITs...Promise and Peril"; "US Hotel Capital Markets"; Hospitality 2000: The Technology; "Hospitality 2000: The Capital"; "e-Commerce: The Pace Picks Up". "Hospitality eBusiness: The Future"; "Strategic Alliance Partnering in Hospitality"; "How and When will Recovery Begin – The Outlook for the U.S. Hospitality Sector"; "Up at Night – Hospitality's Stay Awake Issues"; "Leveraging the Customer Asset in Today's Hospitality Industry"; "Brand Marketing in the Hospitality – Art or Science?"; "The Opportunities in Customer Relationship Management – Can the Hospitality Industry Respond?"; "Hospitality 2000: The Technology – Building Customer Relationships"; "Private Capital – Looking for Returns in Hospitality"

Memberships

Associate Member – American Bar Association; Executive Committee of the Advisory Board – New York University's Center for Hospitality, Travel and Tourism; Advisory Board, Cornell University's Center for Hospitality Research; Chairman, The New York Hospitality Council; member American Hotel and Motel Association Millennium and Hospitality Technology Standards Taskforces.

Teaching and Lecture Engagements:

American Institute of Real Estate Appraisers; Asian American Hotel Owners Association ; Boston University; British Association of Hotel Accountants; Caribbean Hotel & Tourism Investment Conference; Caribbean Hotel Association; Caribbean Hotel Association; Colorado Hotel and Lodging Association; Cornell University; Georgia State University; HITEC; Hospitality Financial and Technology Professionals; International Association of Convention and Visitor Bureaus; International Association of World Trade Centers; Leading Hotels of the World Annual meeting; Marriott International Franchise Technology Conference; National Association of Corporate Real Estate Executives; New School for Social Research; New York University Center for Hospitality, Travel and Tourism; NYU Hospitality Investment Conference; Practicing Law Institute; Resort Hotel Association; Swiss Deluxe Hotels On-Line Marketing Conference; The Monte Carlo Investment Forum; Travel Outlook Forum; Turnberry CEO Conference; UCLA – Hotel Investment Conference; University of California (Berkeley) Fisher Real Estate Institute; University of California at Los Angeles; University of Massachusetts (Amherst); Urban Land Institute.