



  
**DRIFTWOOD**  
hospitality management, llc



# Contents

Who We Are .....	2
Unrivaled Experience .....	5
The Driftwood Difference .....	6
A Tailored Approach .....	9
The Right Expertise .....	10
Our Portfolio .....	13





# Who We Are

Driftwood Hospitality Management provides full-service industry solutions including hotel and resort management, development, acquisitions and receivership. Since 1999, we have successfully built a diverse portfolio by taking what we feel is a unique entrepreneurial approach. Our top priority is to build individual relationships to ensure each and every property achieves its full potential for owners, employees, lenders and guests alike.

So how do we do it? By capitalizing on an array of expertise in acquiring, developing, repositioning, renovating and operating hotels. And by carefully, strategically seeking out opportunities in attractive markets with distinguishing characteristics. By implementing targeted, customized marketing plans that set each property apart from its respective market, Driftwood is able to simultaneously enhance financial performance and guest satisfaction.

We are proud of our successes because they show that an innovative approach and a focus on relationships really *do* work. Driftwood consistently secures steady, strong revenue generation by understanding exactly how important maximizing NOI and ownership returns for each asset is. This comes from our experience as owners. We know that by balancing customer service, integrity, employee relations and quality, we can forge partnerships that create effective long-term operating strategies.

We pride ourselves on delivering ***The Driftwood Difference***. Our ***Flexibility, Diversity, Integrity, Accessibility*** and ***Originality*** set us — and our partners — apart from the crowd.





# Unrivaled Experience

Driftwood is not just a property owner. We're also a property manager. As a result, we understand the distinctive needs of all key players within a transaction and we're able to adjust to the unique challenges of independent hotels, as well as major franchise properties. Personalization is part of our DNA and the knowledge of our executive team enables us to provide customized support.

• **Acquisition** • **Development** • **Management** • **Receivership** • **Asset Management** •

## Franchise Experience

Extensive experience working with major brands like Marriott International Inc., Starwood Hotels & Resorts Worldwide Inc., Hilton Worldwide, InterContinental Hotels Group, Hyatt Hotels Corporation, Wyndham Worldwide, Choice Hotels International, Inc., and others means we have a firm grasp on the ins and outs of the franchising model. We have the ability to effectively negotiate fee structures and property improvement plans, with an eye on maintaining occupancy levels and guest scores.

## Independent Hotel and Resort Experience

Driftwood has operated a variety of hotels across the U.S., Canada, the Caribbean, Europe, Central America and South America. This includes an array of independent hotels and resorts. Success in this sector comes from effective revenue generation through direct sales and utilizing third-party internet channels. Our company's success in this segment is indicative of our entrepreneurial and aggressive approach. We know how to get you to where you want to be, and we do it quickly.

## New Development

In addition to renovating and re-branding existing properties, we are new build experts. We understand the intricacies of construction and the importance of getting things right the first time. Our Excellence Award from the Associated Builders & Contractors, Inc. speaks to our meticulous nature, which ensures a smooth process from start to finish.

## What's the Bottom Line?

Entrepreneurial Spirit  
Cooperative Approach  
Productivity Management  
Quality Assurance  
Minimized Expenses  
Revenue Generation  
Global Exposure

# The Driftwood Difference

• *Flexibility* • *Diversity* • *Integrity* • *Accessibility* • *Originality* •



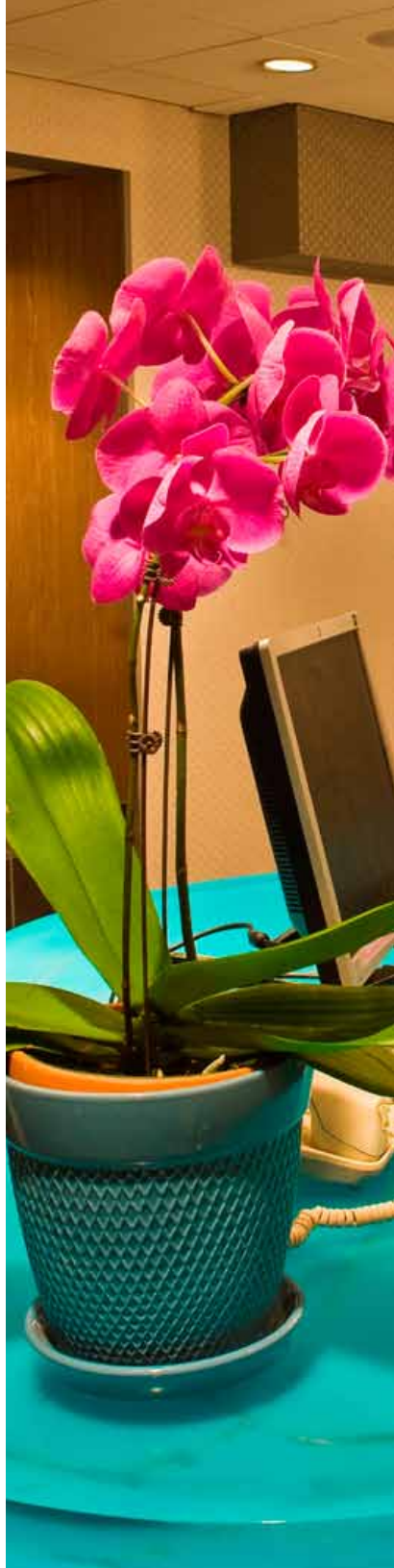
***Flexibility*** — We pride ourselves on the way we tailor our management approach, style and response to any given situation. Every client is unique, therefore we ensure you get the most out of our relationship by creating custom approaches that fit your needs specifically.

***Diversity*** — There is no limit to what Driftwood is or can do, from the expertise of our team to the variety of services we offer. With a wide range of experience, we can help with everything from management to new construction, from sales and marketing to human resources.

***Integrity*** — The only surprise about Driftwood is our innovation. What you see really *is* what you get, which is unusual in this business. We pride ourselves on being transparent and when you have a question or problem, you will always get a straightforward answer or solution.

***Accessibility*** — We think like an owner, which means cost-control, access to senior management and swift conflict resolution. There are no hoops to jump through with Driftwood. We are always available and eager to help.

***Originality*** — Being entrepreneurial and ambitious means that we bring big ideas to the table. At the same time, we find a way to implement those ideas efficiently and cost-effectively. We never settle for second best and don't expect you to either. We want for you to think of us as your go-to business partner.





# A Tailored Approach

## Operations

Our operations services focus on productivity management, food and beverage controls and procurement. Our MIS systems monitor hotel performance and produce detailed reporting from each revenue and cost center. Room yields, labor and cash management, expense variances and a variety of other items are evaluated on a daily and weekly basis.

## Sales and Marketing

Working hand in hand with each property's revenue management team, we assist in reaching a pricing blend that allows you to compete effectively while maximizing every possible revenue stream. We also form strategic marketing alliances - working closely with national tourist boards, local Convention and Visitor's Bureaus and other partners - to develop joint marketing campaigns that provide greater visibility in front of your target demographic.

## Human Resources

Driftwood provides unparalleled corporate resources to the hotels and resorts within our portfolio. Human resources is a major focus for us. By providing hiring assistance, insurance coverage, training resources, E-Verify and payroll and benefit programs, your Driftwood support team ensures employees are functioning efficiently and effectively.

## Centralized Services

Driftwood supplies centralized, state-of-the-art services to all properties within our portfolio. These services include groundbreaking programs in accounting, payroll, legal, data processing and purchasing. Our flexibility and the tools we provide empower property-level executives to develop rapid solutions wherever and whenever necessary.



## Connecting the Dots with a Toolkit of Resources

We take a comprehensive and original approach, offering the following services, among others:

- Hotel Operations
- Sales & Marketing
- Global Reservations
- Quality Control
- Human Resources Management
- Revenue Management
- New Construction Renovation
- Receivership & REO

# The Right Expertise

**“The Driftwood Executive Team’s vast array of experience is just one of the characteristics that not only make us a good manager, but an exceptional partner.”**

**— David Buddemeyer,  
President**

## **David Buddemeyer**

President

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David served as Chairman and CEO of Servico, Inc. Hotels and Resorts, a NYSE hotel company, until December 1998. He began his tenure at Servico, Inc. as Executive Vice-President in 1990, responsible for all aspects of the company’s operation. Under his leadership, the company grew from 28 hotels in 1990 to 110 hotels in 1998. During his tenure at Servico, Inc. David was responsible for the company’s growth in sales from \$42mm to \$450mm. Since 1999 David has been instrumental in Driftwood’s growth. His leadership enables his team to help the company reach its full potential.

## **Michael Diaz**

EVP and COO of Operations & Administration

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Mike began his hotel career at Servico, Inc. in 1993. After completing several projects and assignments in renovation and development, he eventually assumed all operations responsibilities. Mike was also responsible for coordinating most of Servico’s decisions in regards to strategic acquisitions. He continued to progress in his career serving as assistant to the chairman and CEO, culminating in his appointment by the board to Vice President and Secretary. Mike holds an MBA from Florida State University.

## **Steven M. Johnson**

EVP of Acquisitions

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Steve joined Driftwood in 2002 and is responsible for acquisitions and management contracts. Prior to joining Driftwood, he worked at Interstate Hotels and before that, was in charge of acquisitions for Highgate Holdings. He also held various development positions within Omni Hotels. Steve began his career in 1984 as a consultant for Laventhol & Horwath, after graduating from Michigan State University with a degree in Hotel, Restaurant & Institutional Management. He has been involved in the development and acquisition of hotel and resort assets throughout the United States and Canada.

## **Carlos J. Rodriguez**

EVP

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Carlos joined Driftwood in 2003 to oversee investor relations, real estate development and acquisitions, capital and financing. Previously, he was Chairman and CEO of Cardel Hotels, a group of affiliated hotel management, ownership and development companies, which he founded with one hotel in 1997. By 2001, he had expanded to five award-winning full- and limited-service properties. Carlos holds an MBA from Duke University’s Fuqua School of Business, a BS in Economics from Vanderbilt University and a Certificate in Hotel Management from Cornell University.

## **Brian Quinn**

EVP of Development

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Brian joined the company in 2011 and is based in Tampa Bay, FL. He comes to Driftwood with 24 years of industry experience focusing on domestic and international markets. Brian has a broad background in franchising, development, leadership, business management, systems management, finance and operations. Most recently, he served as VP of Upscale Development for the Crowne Plaza and Hotel Indigo brands of InterContinental Hotels Group (IHG), where he was responsible for development and growth within the United States, Canada and the Caribbean. Brian holds a degree in Business Administration from the University of South Florida.

## **Peter J. Walz**

EVP of Sales & Marketing

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Peter is in charge of marketing, sales and internet strategies. Prior to joining Driftwood, he served as President of Lodgian Europe, SA and Executive Vice President of Acquisitions and Development for Servico, Inc. Prior to Servico, Peter developed a hotel and several office and retail projects in California. In addition, he was marketing manager for new products for The Pillsbury Company and CEO / marketing architect for Rollerblades. He is also a proud Emmy nominee for his work in Children and Family Television Programming.





# Our Portfolio



## **Marriott International, Inc.**

Marriott International, Inc. is a leading lodging company with more than 3,600 lodging properties in 71 countries and territories. Driftwood developed, owns or manages hotels under the Courtyard by Marriott, Marriott, Fairfield Inn and Residence Inn brand names. The company is headquartered in Bethesda, Maryland, USA, and had approximately 129,000 employees at 2010 year-end. It is ranked by FORTUNE as the lodging industry's most admired company and one of the best companies to work for.



## **Starwood Hotels & Resorts Worldwide, Inc.**

Starwood Hotels & Resorts Worldwide, Inc. is one of the leading hotel and leisure companies in the world with 1,051 properties in 100 countries and territories with 145,000 employees at its owned and managed properties. Starwood Hotels is a fully integrated owner, operator and franchisor of hotels, resorts and residences. Driftwood developed, owns or manages hotels under the Four Points by Sheraton, Sheraton and Westin brand names.



## **Hilton Worldwide**

Hilton Worldwide is the leading global hospitality company, spanning the lodging sector from luxurious full-service hotels and resorts to extended-stay suites and mid-priced hotels. Driftwood developed, owns or manages hotels under the Doubletree Club, Doubletree, Hampton Inn, Hilton and Hilton Inn brand names. For 92 years, Hilton Worldwide has been offering business and leisure travelers the finest in accommodations, service, amenities and value.



## **InterContinental Hotels Group**

InterContinental Hotels Group (IHG) is the world's largest hotel group by number of rooms and IHG franchises, leases, manages or owns, through various subsidiaries, a portfolio of over 4,400 hotels and more than 652,000 guest rooms in 100 countries and territories around the world. Driftwood developed, owns or manages hotels under the Avenue Hotel, Crowne Plaza Hotels & Resorts, Holiday Inn Hotels and Resorts, Hotel Indigo and Staybridge Suites brand names.



## **Hyatt Hotels Corporation**

Hyatt Hotels Corporation, headquartered in Chicago, is a leading global hospitality company with a proud heritage of making guests feel more than welcome. As of March 31, 2011, Hyatt Hotels Corporation's worldwide portfolio consisted of 451 properties in 43 countries. Driftwood developed, owns or manages hotels under the Hyatt Summerfield Suites brand name.



## **Carlson Hotels**

Carlson is a global hospitality and travel company headquartered in Minneapolis, MN. Carlson encompasses more than 1,070 hotels. Driftwood developed, owns or manages hotels under the Country Inn & Suites, Park Plaza, and Radisson brand names. Carlson operates in more than 150 countries and its brands employ about 170,000 people.



## **Wyndham Worldwide**

As one of the world's largest hospitality companies, Wyndham Worldwide offers individual consumers and business-to-business customers a broad range of hospitality products and services across various accommodation alternatives and price ranges through its premier portfolio of world-renowned brands. Driftwood developed, owns or manages hotels under the Days Inn, Hawthorne Suites, Howard Johnson, and Ramada brand names.



## **Choice Hotels International, Inc.**

Choice Hotels International, Inc. franchises more than 6,100 hotels, representing more than 490,000 rooms, in the United States and more than 30 other countries and territories. Driftwood developed, owns or manages hotels under the Clarion, Comfort Inn, Comfort Suites, Econo Lodge, and Quality brand names.



## **Best Western International, Inc.**

Best Western International, Inc. is The World's Biggest Hotel Family<sup>SM</sup>. Driftwood developed, owns or manages hotels under the Best Western brand name. Each Best Western-branded hotel is independently owned and operated. Now celebrating 65 years of hospitality, Best Western has grown into an iconic brand that hosts hundreds of thousands each night.

## Awards

In the past five years, Driftwood Hospitality Management has been acknowledged by a variety of hotel companies including InterContinental Hotels Group and Sheraton Hotels and Resorts, among others, in the following categories:

"Torchbearer Award"

"Best Valley Hotel"

"Quality Excellence Award"

"Best of the Best, Crowne Meetings Director"

"Newcomer of the Year Award"

"Best of the Best, General Manager of the Year"

"Guest Service Manager of the Year"

"Partner in Excellence Award"

"Renovations Award"

"Preferred Management Company"

"Developer of the Year, Upscale Division"

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