

## Hospitality Veterans Head Up NYLO Hotels

### *Developer Overview*

#### **VISION**

Aesthetic, design-driven, sociable, affordable, exciting, unique and fun – these qualities define residential loft-style living. Now, travelers will enjoy the same type of dynamic lifestyle on the road, thanks to the pioneering brand NYLO Hotels LLC ([www.nylohotels.com](http://www.nylohotels.com)).

NYLO is creating a new lodging category, offering the lifestyle and unique design and amenities of leading upscale brands at mid-priced nightly rates. The brand caters to sophisticated business travelers and weekend leisure guests in their early 20s – mid 50s who want a fresh alternative to the bland, un-emotional experience typically found on the mid-priced lodging landscape.

NYLO's inspired design calls for loft-style guestrooms with high ceilings, oversized windows and custom-made furnishings. A centerpiece is the hotels' ultra-social area called *The Loft*. This 24-hour gathering place beckons guests from their rooms with its striking, loft-style design and thoughtful amenities, including: state-of-the-art business center; flexible meeting space; savory, healthy-alternative restaurant, and high-energy, one-of-a-kind bar and lounge.

The new hotels are based on the premise that well-priced does not have to mean dull, as exciting brands in other industries -- like Song, IKEA and Mini Cooper -- have shown. Nor must stylish accommodations be confined to major gateway cities. Now, travelers across the country will break the mold of predictability with a new class of hotels that are affordable, boldly designed, vibrant and fun.

#### **FOUNDING PARTNERS**

##### **Michael Mueller** **President**

NYLO Hotels was born out of a vision of a new category of hotels of Michael Mueller, a veteran of hospitality development and acquisitions.

"Lifestyle hotels resonate with people because they accommodate all aspects of life and serve as cultural gathering areas," Michael explains. "Travelers are rightly demanding that lodgings be more than merely functional; hotels should also make an emotional connection through their design, ambiance and service. This demand is being addressed in the major international gateway cities, but so far has gone unanswered in the suburban, secondary and tertiary markets."

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Before Michael devoted his attention to the development of this new lodging category, he spent a dozen years with Starwood Capital Group and Starwood Hotels and Resorts. Michael was instrumental in Starwood's creation and dramatic growth into one of the world's largest hotel companies. Additionally, he played a key role in the development and expansion of W Hotels.

### **Premier Dealmaker**

In 1993, Michael led the purchase of Starwood Capital Group's first hotel, a Doubletree in Rancho Bernardo, Calif. He was instrumental in the company's acquisition and the subsequent growth of Hotel Investors Trust (HOT), at the time a Real Estate Investment Trust with a couple dozen hotels. Starwood Capital Group acquired and recapitalized HOT into Starwood Lodging, which later became Starwood Hotels & Resorts Worldwide, Inc. Michael joined Starwood Hotels & Resorts full time in 1996 as vice president of acquisitions and development. During the next two years of his tenure, Starwood grew quickly from a couple dozen hotels to more than 100 properties, while its stock price jumped from \$15 to more than \$50 per share.

### **Global Powerhouse**

Michael continued to be a central force in Starwood's expansion both nationally and around the world. In 1997, he led the company's acquisition of Westin Hotels and the purchase of ITT Corporation (Sheraton Hotels). After the ITT acquisition, Michael relocated to London to serve as senior vice president of acquisitions and development, for Europe, Africa and the Middle East. For four years, he led a team that conducted more than 50 transactions in the region on behalf of Starwood's hotel brands: St. Regis, W Hotels, Westin, Sheraton, The Luxury Collection and Four Points by Sheraton.

Returning to Starwood's headquarters in White Plains, N.Y., in January 2002, Michael assumed responsibility for the global development of W Hotels. He oversaw the team that led the W brand's development, architecture and construction. During this time, W more than doubled in size, mostly through new construction projects. At the same time, he developed and launched W Residences, W's condominium hotel product.

### **Entrepreneurial Spirit**

Michael left Starwood at the height of his career in March 2004, convinced of the opportunity for a new category of hotels. The category would combine the most recent design, construction and operating innovations in hospitality and other industries to create a new-build prototype hotel brand suitable for development across the country in markets of all sizes. The hotels would cost the same to construct as the most successful recent mid-priced brands, such as Hilton Garden Inn and Courtyard by Marriott. However, the new hotels also would offer the unique design, amenities and service of leading upscale brands and the best of the independent boutique hotels in the gateway cities.

In March 2004, Michael founded Archtower Capital, now a major investor in NYLO Hotels. Immediately after founding Archtower, Michael started his search for a designer and other partners to help create his vision of a new hotel concept.

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### John Russell CEO

“I like to try things I haven’t done before,” says John Russell. “Hopefully, they’ll make a difference.”

And make a difference John’s work has. During the past 30 years, his initiatives have become the mainstays for hotels, resorts and timeshare organizations. Wearing many hospitality hats – often simultaneously – John has led the industry in the marketing, operations, franchise sales and management of a range of hotels, from limited service to luxury.

“This industry has been very generous to me, and I like to give back,” explains the former chairman of the American Hotel & Lodging Association (AH&LA). With a resume that reads like a world tour of hospitality, John offers the following career highlights.

### **Traversing Cendant**

As vice chairman of the travel division of Cendant Corp., John ran one of the world’s largest providers of travel services, including hotel franchising, vacation ownership and car rentals. At the same time, he served as president and CEO of Cendant’s Resort Condominium International, LLC, Global Operations, leading the world’s largest timeshare exchange service.

John held senior-executive positions throughout Cendant. He was chairman and CEO of the hotel division, overseeing 6,500 hotels under eight brands, including Days Inn, Ramada Inn, Howard Johnson, Super 8, Travelodge and Wingate Inns. He also spearheaded an effort that generated more than 600 percent increase in franchise sales activity as executive vice president of franchise sales for Cendant’s Century 21 Real Estate Corp.

Additionally, John held top positions at Days Inn of America. During his three-year stint as president, he oversaw the expansion of the brand to a chain to 1,500 hotels. Earlier in his career at Days Inn, he served as senior vice president of operations and senior vice president of marketing. John helped take Days Inn public. Additionally, he launched initiatives that have become hotel standards, including club memberships for business travelers and the industry’s first super saver program.

### **Top Hotels**

Before Cendant, John held senior-executive positions with premier hotels and resorts around the country. He was general manager of the AAA four-diamond Resort at Squaw Creek, Lake Tahoe, Calif., ranked by *Conde Nast Traveler* as one of North America’s top 50 resorts. Prior to that, John worked for Carlson Companies. There, he served simultaneously as president and CEO of Colony Hotels & Resorts and as executive vice president for Radisson Resorts.

John began his career at Sheraton Corp. as tour and travel sales manager with the Sheraton Park Hotel, Washington, D.C., a 1,500-room convention hotel. During his nine years with the company, he rose through the ranks, holding senior sales and marketing positions and ultimately running Sheraton’s corporate sales training program.

## **Longstanding Leader**

In addition to serving as chairman of AH&LA, 2001, John is a two-term past president of Hospitality Sales and Marketing Association International (HSMAI). He sits on the Board of Interstate Hotels & Resorts and is dean of the AH&LA Educational Foundation Presidents Academy. A West Point graduate, he served in Vietnam, Germany and stateside before leaving the Army as a captain.

John's many professional honors include: Hall of Fame, HSMAI; Above and Beyond Award, 2000, Lodging Conference, and Albert E. Koehl Lifetime Achievement Award in Hospitality, 2000, HSMAI. Additionally, he received the 1996 American Friends of Tel Aviv University Peace Award in recognition of his dedication to the vision of tolerance and understanding among peoples.

## **Christopher M. Jones**

### **Senior Vice President – Development & Construction**

Chris Jones, a 20-year veteran in the real estate development industry, joined NYLO Hotels in mid 2004. Chris was at the top of his career with LaSalle Investment Management at Jones Lang LaSalle (JLL), one of the world's leading real estate services and investment management firms. However, he felt the time had come for a new venture.

"The timing is right for something new in the hotel industry," Chris explains. "During the past year, our team at NYLO Hotels has analyzed just about every aspect of the traditional way of doing things. Where something worked we kept it, where something didn't work we changed it. The result of our comprehensive analyses is our loft hotel product that in my opinion will define a new sector and new generation of hotels."

During Chris' 11 years with JLL, he led the development of numerous projects throughout Europe and the America's, totaling approximately \$3 billion. In 2001, Chris was the recipient of the JLL LaSalle Club Award selected among 8,000 global employees as one of 10 of the firm's most admired professionals.

## **Innovation**

Early in his career as an associate of the Royal Institution of Chartered Surveyors, Chris became one of the youngest associate partners in the real estate and development firm of Jones Lang Wootton, London. In 1997, he relocated to New York to direct the firm's development group, where he was responsible for unprecedented growth in the investor lead development practice in the United States.

As senior vice president of the development group, Chris managed all aspects of his clients' investments in real estate, including investment and feasibility underwriting, land acquisition and negotiation, debt and equity financing, and development management and procurement.

## **Integrity and Respect**

Throughout his career at JLL, Chris managed numerous sophisticated development projects, ranging from office complexes, to biotech lab and retail venues, and most recently a number of luxury hotel resorts. He earned the respect of his colleagues, clients and the many professionals he managed, not only because of his broad industry experience and his expertise in construction, but also through his honesty, integrity and straightforward approach to development management.

Chris' clients included many of Europe's leading investors and banks. Under his direction, they invested in a \$500-million, mixed-use development with biotech lab, offices, retail space, condo, hotel, garage and performing arts center in Cambridge Mass. Working as development advisor for a major consortium of lenders, Chris also managed investments in the \$300-million hotel and residences at the Ritz Carlton, Grand Cayman, and the \$350-million Four Seasons Emerald Bay, Bahamas.

## **Leadership**

In 2000, Chris led a mid-stream takeover of the development of the \$800-million Diplomat Hotels Resort and Spa, a 1,060-room luxury resort in Hollywood, Fla., for LaSalle Investment Management.

This multi-faceted, ground-up development project comprised a 1,060-room hotel; 250,000-square-foot convention center; golf course; country club and spa; marina; retail village, and high-rise luxury residential condominium. This development, under Chris' leadership, was widely regarded as one of the most challenging development projects recently undertaken in the U.S. It required the highest level of responsibility, because it was governed by ERISSA, a level of fiduciary responsibility imposed on all pension fund investments.

Chris managed the development, reigning in costs, revising schedules, and motivating a 1,500-person team of professionals, consultants and contractors. Ultimately, the project was completed on time and under the revised budget. For his work at the Diplomat, Chris was widely recognized for his leadership, a point reinforced by his client and his firm when he received the JLL LaSalle Club Award.

Chris joined up with Michael Mueller in August 2004 and immediately began collaborating on the project to craft a unique hotel offering – a new class of loft hotels, combining affordability, social amenities and innovative design.

## **Patrick O'Neil**

### **Senior Vice President, Operations, and General Manager, NYO Plano at Legacy**

"This is a once-in-a-lifetime opportunity to help shape a brand and create a new travel experience," Patrick says. "The NYLO culture revolves around four words: Passion, Service, Design and Fun. From concept and design to service and operations, our goal is to create a best-in-breed lifestyle hotel."

Patrick has been instrumental in developing many of the NYLO platforms, including those for technology, reservations, training and operations. In his additional role as general manager of the flagship hotel, he also created the first NYLO operating team and structure.

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### **Hospitality Leader**

Patrick brings to NYLO extensive experience, having spent his life living and working in leading hotels around the world.

Before joining NYLO, he was director of operations for Sheraton Hotels of New York. He developed and implemented programs that increased profitability, productivity and guest satisfaction at the 2,400-room property.

Earlier in his career, Patrick served as manager of operations support for Starwood Hotels & Resorts, Europe. He provided support to general managers at 110 managed, owned and franchised properties. While there, he was part of the team that launched Starwood's Westin brand in Europe.

The son of noted hotelier Paul O'Neil\*, Patrick literally grew up in the industry. He lived with his family in Sheraton hotels in Honolulu, Philadelphia, Washington and New York. O'Neil recalls summer jobs working first in housekeeping, room service, and maintenance and repairs. Later, he graduated to management training.

### **Community Leader**

Patrick is committed to making NYLO an integral part of the community in each of the brand's markets. From charities to the arts, the hotels will be involved, he says. NYLO will hold an art competition in each of its markets, for instance, inviting local artists to submit original works to display in every NYLO hotel. The first contest, for NYLO Plano at Legacy, drew more than 500 pieces of art. Similar contests will take place across the country in every city and suburb where NYLO is located.

The hospitality veteran brings to NYLO a history of community leadership. In New York, he spearheaded a fundraising campaign to aid Tsunami victims. While in Europe, he supervised a pan-European drive to collect food, clothing, mattresses and blankets for Romanian orphanages.

### **Education**

Patrick holds a Masters in Business Administration from Harvard Business School and a Bachelor of Science degree from Boston College, majoring in Accounting and Finance. He served as an adjunct professor, teaching Hotel Operations in the Graduate Program at New York University's Tisch Center for Hospitality, Tourism and Sports Management.

\*Past president and managing director, Atlantis, Paradise Island; president and chief operating officer, Caesars Palace, Las Vegas; senior vice president, Sheraton's North American division; president, Sheraton Hotels, New York.

**David Klein**  
**Senior Vice President and General Counsel**

David brings to NYLO a depth of experience in hospitality law, having represented many of the world's leading owners and operators for more than a decade.

"NYLO presents an opportunity to develop the next great lodging category," he explains. "The hotels will provide the comfort and functionality travelers demand, while also bringing a progressive approach to secondary markets. I'm delighted to be a part of this dynamic company from the ground up."

As general counsel, David plays a key role in NYLO's debut in the market and its growth. David is leading the charge on the legal front for site acquisitions nationwide. He handles all aspects of the company's legal work, from trademarks and operating platforms to vendor contracts and negotiations on the numerous deals feeding the NYLO pipeline.

As one of five NYLO partners, David says it is rewarding to play a part in all facets of the company's growth and development, with legal expertise as his focus.

Previously, he was an equity partner in the Phoenix office of Squire, Sanders & Dempsey, LLP., a firm of approximately 800 lawyers practicing in offices throughout the Americas, Europe and Asia. In 2002 as a member of the Squire Sanders Hospitality Group, David became one of the firm's youngest partners worldwide. He specialized in real estate and commercial finance transactions, with most of his practice focused on the hospitality and leisure industries.

David represented owners and operators throughout the United States, Europe, Asia, Mexico, the Caribbean and the Pacific Islands. He acquired expertise in the development, financing, acquisition, franchising and operations of hotels, resorts, spas, golf courses and condominium hotels.

At Squire Sanders, David served as lead partner on numerous transactions for an elite list of hospitality clients, including Starwood Hotels and Resorts Worldwide, Hilton Hotels Corp., Kimpton Hotels and Restaurants, KSL Resorts and numerous major developers. In 2005, David represented Lehman Brothers, GIC and Realstar in the \$2 billion acquisition of InterContinental Hotels Group's 73-hotel portfolio in the United Kingdom.

In 2003, *bizAZ* magazine recognized David as one of the Top 15 "Up and Comers," in Arizona's legal community. Written for CEOs, presidents and company owners, *bizAZ* reports on business leaders, innovative practices and entrepreneurial insights in the state's major markets.

David earned his law degree in 1995 from Arizona State University and his Bachelor of Arts degree in 1992 from University of California, Los Angeles (UCLA), majoring in Psychology. He is married with two young children. David's wife has a degree in culinary arts. Of his interests, he says, "My passions are my family, my friends and the industry in which I work."

**Stephane Dupoux**  
**Designer**

Stephane Dupoux is a concept designer and developer of upscale restaurants, condo-hotels and nightclubs around the globe. Recognized by *Hospitality Design* as one of America's top 20 architect-designers, Stephane is the recipient of numerous prestigious awards. His work has been featured on television (*CNN, HGTV*) and in major media (*New York Times, Vogue, Elle, Interior Design, US Magazine*); music videos, and feature films (*2 Fast 2 Furious*). Stephane's work reached another milestone, when one of his works, Pearl Restaurant and Champagne Lounge, was featured in an international advertising campaign for the City of Miami Beach.

"While NYLO Hotels will be state-of-the-art hotels and business centers, we wanted them to have a look and feel that is totally different than anything else in the lodging industry," Stephane explains.

Different – as in visionary and one-of-a-kind – is exactly what is found in his New York-based Dupoux Designs.

**Eclectic**

With a background as unconventional as his designs, Stephane grew up on the French Riviera in a family of restaurateurs. After mastering the family business, he studied mathematics and physics at the Graduate School of Chemistry of Marseilles. One of France's top junior skiers, Stephane also worked as a ski instructor in Switzerland. There, he embarked on his first successful business venture -- manufacturing snowboards.

**Economical**

As a hobby, Stephane designed furniture for friends. "I discovered you could create the most amazing spaces on the smallest budget by creating your own lighting and furniture," he says. Today, he puts that lesson to use, designing everything in his buildings, from the architecture to the furniture, lighting, silverware and salt and peppershakers.

In 1990, Stephane moved to Miami, Fla., and started a construction company. By decade's end, he had established himself as one of Miami's premier commercial designers. Stephane served up the unexpected, mixing antique and modern, nature and industry, East and West in his designs of seven of Miami's most popular restaurants and clubs: Pearl, Nikki Beach, Café Tabac, The Strand, Touch, Opium Garden and Kiss. His spirited design for Pearl Restaurant & Champagne Lounge, South Beach, has been described as a comfortable mix between a 1940s Hollywood set for a Busby Berkeley musical and a *Star Wars* segment for the year 2030.

**Inspired**

In an effort to expand his firm's reach, Stephane relocated in 2001 to an office overlooking Union Square, New York City. There, he designed the award-winning Cielo and Buddha Bar, both premier New York nightspots; Kahlua, a 30,000-square-foot entertainment complex in Central America, and Cocoon, a restaurant/lounge on London's Regent Street. Currently, Dupoux Designs is designing and developing commercial projects around the globe, from Warsaw to London, New York to South Beach, and Las Vegas to Kuala Lumpur.

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Stephane is the recipient of World Club Design awards for both Pearl (2003) and Cielo (2004). Also in 2004, he was one of three finalists for the Gold Key Awards, the hospitality design industry's top honor.

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### **About NYLO Hotels**

Atlanta-based NYLO Hotels offers a new class of hotels that combines the dynamic qualities of urban residential loft-style living with the best-of-the-industry features of leading hotel brands. The properties will feature bright, spacious loft accommodations; state-of-the-art business center; gym, and 24-hour, healthy-alternative restaurant and bar. They will cater to business and leisure travelers seeking an energized alternative to the bland, one-size-fits-all experience typically found in mid-priced lodgings. The first NYLO hotel opened the end of 2007 in Plano, Tex., a fast-growing suburb of Dallas. The brand is headed up by a team of hospitality veterans with more than 100 years of combined experience. For more information, visit **[www.nylohotels.com](http://www.nylohotels.com)**.

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