

Fern I. Kanter **Executive Vice President**

Ms. Kanter possesses 25 years experience supporting her current role as Executive Vice President at CHM. As a member of CHM's Executive Committee Team, she plays an active role in client relations and is involved in the development of the company's business plan and execution of corporate growth strategies. Ms. Kanter's primary focus is developing strategies to achieve ownership investment objectives for each of the hotels in the CHM portfolio. At the onset of a new client engagement, Ms. Kanter coordinates the efforts of transition planning and take-over, develops the strategic vision for the asset and develops initiatives in support of achieving planned objectives. As part of these strategies, Ms. Kanter is responsible for identifying opportunities for operational enhancement, as well as analyzing and executing on opportunities for re/development. Ms. Kanter has extensive resort master-planning and development experience, including assembling and actively leading teams through the entitlements process and has been involved in planning projects estimated to increase land value by more than \$80 million. Ms. Kanter manages the due diligence team responsible for investment analyses supporting clients in the acquisition and disposition of assets, and is responsible for the day-to-day oversight and coordination of CHM team activities and professional staff development.

Professional Experience

- Capital Hotel Management: Executive Vice President, Boston, MA
- PwC: Senior Manager, Miami, FL
- Horwath Landauer: Managing Director, Miami, FL
- Arthur Anderson: Manager, Miami, FL
- Laventhol & Horwath: Manager, Miami, FL

Education and Credentials

- Masters in Business Administration-Planning, University of Miami
- Bachelor of Arts in Psychology, SUNY-Albany

Areas of Expertise

- Strategic planning
- Owner exit strategies
- Hold/sell analyses
- Market and product positioning
- Hotel brand and management company selection
- Acquisition and disposition advisory services
- Investment/valuation analyses
- Development/redevelopment consulting
- ROI analyses and programming
- Revenue enhancement, operational reviews and analysis

Professional Affiliations and Activities

- Caribbean Hotel Association – Investment Conference Planning Board
- Speaker UCLA and NYU Investment Conferences, ULI, ALIS, CHA and UCLA-Latin America, Resort Lodging Conference and the US and Brazil Department of Commerce.
- Co-author, Chapter 6: Negotiating the Hotel Management Contract, Hotel Asset Management, published by the University of Denver and the Educational Institute of the AHLA.
- Guest lecturer at Florida International University's Hotel Administration program and the Florida CPA continuing education program.