



**Coastal Hotel Group**



# OVERVIEW

Since 1987, Coastal Hotel Group has earned a national reputation as an innovator in managing, marketing, and developing distinctive lodging destinations. Led by three distinguished industry veterans with more than eighty years experience, Coastal focuses on relentless, hands-on execution by its core executive team to continually improve asset value for hotel owners. Although this experienced management group has a proven track record among all segments of the industry, its niche is the upscale segment encompassing boutique hotels, urban inns, and full-service destination resorts.

From 1998 to 2007, Coastal managed the 91-room, AAA Four Diamond Salish Lodge & Spa in Snoqualmie (Seattle), Washington. Salish gained recognition during that time as a world-class resort and was named annually by *Condé Nast* and *Travel + Leisure* on lists of the world's best hotels.

Coastal Hotels pioneered the model for operating and marketing a clustered collection of small lodging properties. In Monterey, California, the Inns of Monterey – Hotel Pacific, Spindrift Inn, Monterey Bay Inn, and Victorian Inn – yielded optimal operating efficiencies while preserving and promoting individual hotel identity. With oversight by a seasoned city manager, each property employed a highly-trained, multi-faceted assistant to manage associate productivity and guest relations. Right-size technology tools were used to facilitate revenue management and financial reporting.

In 2005, Starwood Hotels & Resorts Worldwide designated Coastal Hotel Group as one of a few Preferred Management Companies. Coastal is now certified to manage five of Starwood's franchise brands –The Luxury Collection®, Westin®, Le Meridien®, Sheraton®, and Four Points by Sheraton®.

Today, Coastal Hotel Group owns, manages and/or provides technical services for lodging properties in Washington, Oregon, Arizona and Texas. Each is unique, with the common attribute of providing personal attention to the needs, wants and expectations of every guest.





# PHILOSOPHY

Success in the hospitality industry is dependent upon a purposeful and continuous balancing of priorities:

## *MarketCentric*

### **Coastal Defines the Market**

Establishing and maintaining a competitive edge requires an ongoing assessment of market conditions. This process defines the types of customers Coastal must attract, the essential products and services, and the occupancy and rate to be expected from premium market positioning.

## *AssociateCentric*

### **Coastal Inspires Its Associates**

Both guest and owner relations are positively impacted in the way Coastal inspires its associates. Fully engaged associates want and need to know what is expected, appreciate feedback and value empowerment. Consequently, Coastal is committed to associate training and development at all levels, from hourly associates to property leaders.



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## *GuestCentric*

### **Coastal Exceeds Guest Expectations**

Coastal Hotel Group caters to the lodging, dining and entertainment desires of discriminating individuals, families and groups traveling on business or for pleasure. Understanding and responding to the needs, wants and expectations of each guest is accomplished through associate training, measuring results and re-training...the result of which is enthusiastic service delivery by empowered associates.

## *OwnerCentric*

### **Coastal Delivers Returns to Owners**

Just as Coastal Hotel Group's associates and guests have specific expectations, hotel owners, investors and lenders count on Coastal to achieve superior returns on investment. Improvements are invariably the product of change. And Coastal's budget process is based on a philosophy that planning for change influences the outcome. Rather than rely strictly on past performance and current conditions to predict the future, Coastal targets optimum results or what could be.

As a result, the mission of Coastal Hotel Group is to exceed the expectations of fellow associates, guests and investors while benefiting the communities in which we live and work.





# ORGANIZATION

Coastal Hotel Group's corporate structure is designed to assist property leaders in achieving budgeted performance objectives, while allowing the necessary flexibility to respond to unforeseen market challenges and opportunities. The Seattle-based corporate team also continuously reviews and carefully monitors adherence to quality assurance standards.

## **Lodging Operations**

Together with property general managers, Coastal's President & CEO Yogi Hutsen and other senior leaders establish standards and action plans to ensure consistent quality of room-related products and services. The corporate team takes a hands-on approach in working with general managers to achieve approved budgets.

## **Food & Beverage Operations**

Coastal Hotel Group has the experience and expertise to optimally position and market hotel food and beverage outlets. Corporate leaders work with associates on property to deliver superior products complemented by exceptional service. The ongoing functional tasks related to servicing restaurants, lounges and banquet rooms are directly supervised by senior hotel associates.



## **Sales & Marketing**

At Coastal Hotel Group, the foundation of Sales & Marketing is an unwavering belief that “what gets measured, gets done...and anything that can be measured can be improved.” The goal is to grow revenue by **1)** encouraging current guests to spend more, **2)** influencing past guests to return and **3)** acquiring more guests like these.

Annual objectives and strategies are geared to achieve optimum financial targets. Effective execution draws upon eCommerce, direct marketing, public relations and direct sales, plus tactical advertising and promotion, together with associate training and development. And because Coastal looks at sales and marketing as an investment rather than an expense, each initiative is thoughtfully developed with a projected return.

To facilitate property sales and marketing programs, Coastal has developed several strategic alliances involving various eCommerce initiatives, database management, reservations sourcing, public relations and advertising. Coastal’s Senior Vice President Sales & Marketing, Corporate Director of Revenue Management and National Director of Sales oversee these partnerships and provide direct support to the field.

## **Financing & Accounting**

Accounting, treasury and control functions are managed at the Coastal corporate office by Peter LaFemina, Chief Financial Officer and Tatiana Beiting, Corporate Controller. These responsibilities include financial analysis and planning, management of information systems, budgeting, payroll processing, preparation of financial statements, tax planning and general accounting.



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## Human Resources

Coastal Hotel Group's corporate office coordinates activities relating to employment – development of personnel policies and procedures, administration of benefit programs and on-site training. Recruitment of property specific associates below department manager is handled by the hotel leadership team. Associate satisfaction surveys are administered annually to ensure the well-being of valuable human resources.

One of the most reliable predictors of long-term revenue growth is guest satisfaction. CHARM (Coastal Hotels Acquisition and Retention Marketing) is a highly successful sales, marketing and operations tool. CHARM is presented to and reinforced among all Coastal associates, from general managers to hourly associates. Every associate understands his/her importance in acquiring and retaining each guest through exceptional service. Guest satisfaction surveys are utilized to celebrate successes and identify opportunities for improvement.





# LEADERSHIP

Senior leadership at Coastal Hotel Group represents over seventy-five years of professional hospitality industry experience, including more than sixty years managing the various brands of Starwood Hotels & Resorts Worldwide.

## Yogi Hutsen

### **President & Chief Executive Officer**

A thirty-plus year hospitality professional, Yogi Hutsen provides the overall strategic vision for Coastal Hotel Group. Working directly with hotel owners and general managers, Yogi ensures each hotel operates within company standards to deliver a unique guest experience and optimum profitability.

Before joining Coastal, Yogi was Chief Operating Officer at Noble House. There he created a “culture of excellence” among diverse Four and Five-Star resorts. Yogi also held senior management positions with Starwood Hotels & Resorts Worldwide and ITT Sheraton, including Vice President of Operations – Washington and Oregon and General Manager of the Seattle Sheraton and the Sheraton Tucson El Conquistador Resort.

Yogi is a graduate of Indiana University with a degree in Urban and Regional Development.



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## Ed Schwitzky

### **Senior vice President Sales & Marketing**

With over twenty-five years in hospitality sales and marketing, Ed Schwitzky's experience provides the basis for formulating and executing precisely targeted, integrated corporate marketing plans and strategies. Ed also works closely with hotel leaders to exceed marketing and sales goals, facilitating alternative solutions as well as providing fresh insights into direct marketing, advertising, eCommerce and public relations.

During twenty-one years with Westin Hotels & Resorts as marketing director for venerable resorts such as the Arizona Biltmore and The Westin La Paloma Resort & Spa, Ed developed a reputation for maximizing top-line performance and carefully managing budgets. Additionally, Ed held sales and marketing leadership positions for several independent lodging properties and provided consulting services for resorts throughout the United States and in Europe.

A graduate of the University of Missouri-Columbia, Ed earned a BA in Psychology and an MS in Public and Community Service.



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## Peter LaFemina

### Chief Financial Officer

Peter LaFemina has more than twenty-five years of financial management experience in the hospitality and gaming industries. Utilizing a collaborative approach to planning, operations support and change management, Peter provides strategic direction and oversees all corporate finance functions.

Prior to joining Coastal, Peter directed a private Las Vegas-based consulting practice concentrating in project finance, development and analysis for clients throughout the United States, Mexico and Central America. Peter's previous roles include Chief Financial Officer for a publicly traded gaming and entertainment company, Vice President of Finance for Harrah's Las Vegas Resort & Casino and Corporate Director of Financial Planning & Analysis for Primadonna Resorts. Peter also spent fifteen years with ITT Sheraton in various senior financial management positions and was twice named Controller of the Year.

Peter received his degree from Cornell University's School of Hotel Administration and passed the Certified Public Accountant and Certified Management Accountant examinations.



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Coastal's corporate support team has a wealth of experience and a collective record of proven performance.

## Janelle Cornett

### **Corporate Director of Revenue Management**

Janelle Cornett spent ten years at Hilton Hotels honing her revenue management skills. Now as Corporate Director of Revenue Management at Coastal, Janelle provides strategic direction, training and support to all properties in the company's portfolio.

Most recently, Janelle was Director of Catering and Group Revenue Management at the Waldorf=Astoria, the first such position in the Hilton organization. As Director of Revenue Management at complexed hotels in Ohio and North Carolina, as well as properties in Florida and Missouri, Janelle has built a reputation based on consistently growing RevPAR.

A native of North Dakota, Janelle studied Communications at North Dakota State University. Janelle is also a graduate of Hilton's Revenue Management University.



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## Meredith A. Mara

### **National Director of Sales**

In her twelve years in hospitality, Meredith Mara built a solid sales resume. At Coastal, Meredith balances providing direction and support to property Directors of Sales with revenue-generating direct sales initiatives.

Most recently, Meredith was Director of Sales & Marketing at the Coast Bellevue Hotel in Seattle, WA. As a goal-oriented sales professional, Meredith was hands on with direct sales, as well as sales systems and procedures. She also worked closely with the hotel's Revenue Manager to forecast accurately and optimize revenue from all channels. For seven years prior, Meredith held the position of Senior Sales Manager. Additionally during her years with Coast Hotels, Meredith frequently represented the entire portfolio at various trade shows and on sales missions. Meredith's career in hospitality sales began at the Red Lion Bellevue Inn.

Meredith is active in Meeting Planners International and the Professional Conference Management Association. She attended Highline Community College in Des Moines, Washington.



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## **Tatiana Beiting**

### **Corporate Controller**

Tatiana Beiting has twenty-six years of experience in the hospitality industry, including food and beverage outlet management and cost analysis, Front Office management and for the last twenty years, accounting management in hotels large and small. Given her ability to relate well with associates at all levels, Tatiana very efficiently and effectively handles the day-to-day general accounting for hotels in the Coastal portfolio.

During her tenure with Starwood Hotels & Resorts, Tatiana held assistant controller positions at Westin hotels in Cincinnati, Atlanta and Seattle. At The Westin Hotel Seattle, Tatiana was promoted to Controller. In the added role of Green Belt for Starwood's Six Sigma initiative, Tatiana served as project leader for several process improvements geared toward revenue enhancement, expense reduction and/or increased guest satisfaction.

A graduate of Washington State University, Tatiana earned a BA in Hotel and Restaurant Administration. Tatiana also passed the Certified Hospitality Accounting Executive examination.



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## **Suzan Sturholm-Gamba, PHR**

### **Human Resources Professional**

From fourteen years in Human Resources management, Suzan Sturholm Gamba is recognized for her vision, strategic planning and tactical implementation. In a leadership role at Coastal Hotel Group, Suzan influences overall company direction and provides innovative, cost effective solutions for complex business problems.

Suzan's professional experience includes retail and wireless communication, with work in both union and non-union environments.

In 1996, Suzan received her Professional Human Resources certification.





# PORTFOLIO

## HOTELS

## ROOMS

### **Cedarbrook Lodge**

SeaTac, Washington

110

### **Hotel Fifty**

Portland, Oregon

140

### **Lodge on the Desert**

Tucson, AZ

103

### **The Resort at The Mountain**

Welches, Oregon

157



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## UNDER DEVELOPMENT

## ROOMS

Austin, Texas

125

Chelan County, Washington

50

Ellensburg, Washington

100

Ellensburg, Washington

120

Pullman, Washington

119





# SERVICES

Financial performance of the properties under Coastal's management is the barometer for success. Owners of Coastal hotels understand that consistently providing guests with an excellent product and exceptional service at a premium price is essential to driving bottom-line results.

In addition to property management, Coastal's experienced leadership provides hotel owners and investors a full complement of hospitality and business services:

## OPERATIONS

- Asset Management
- Project Management
- Acquisition
- Operation Analysis
- Development
- Design
- Property Improvement Planning
- Renovation
- Quality Assurance
- Guest Satisfaction

## REVENUE MANAGEMENT

- Market Segmentation
- Price Positioning
- Mix Management
- Channel Distribution
- Forecasting
- Reservations Shopping Calls

## MARKETING

- Diagnostic Evaluation
- Market Research/Analysis
- Positioning
- Branding
- Marketing Planning and Budgeting
- Incentive Compensation
- eCommerce
- Database Management
- Customer Relationship Marketing
- New Guest Acquisition

## SALES

- Sales Operations Analysis
- Direct Sales Support
- SMART Planning
- Consortia/National Account Management
- Teleprospecting
- Database Clean-up
- Sales and Catering Shopping Calls



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## FINANCE & ACCOUNTING

Financial Analysis and Planning  
Profit Improvement  
Budgeting  
Forecasting  
Expense Management  
Capital Planning and Investment

## HUMAN RESOURCES

Task Force  
Recruiting  
Associate Satisfaction  
Performance Management  
Training and Development





# CONCLUSION

## WHY COASTAL HOTEL GROUP?

- Day-to-day involvement by senior leadership
- Owner relations
- Focus on enhanced asset value
- Experience managing major design, development, and renovation projects
- Brand management experience
- Industry-leading revenue management
- National and regional direct sales support
- Sales & Marketing Diagnostic review/evaluation
- Cost-conscious targeted marketing strategies
- Performance improvement processes
- Training and development initiative
- Centralized Accounting
- Bundled Services





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