# CREDENTIALS PRESENTATION

March 2011

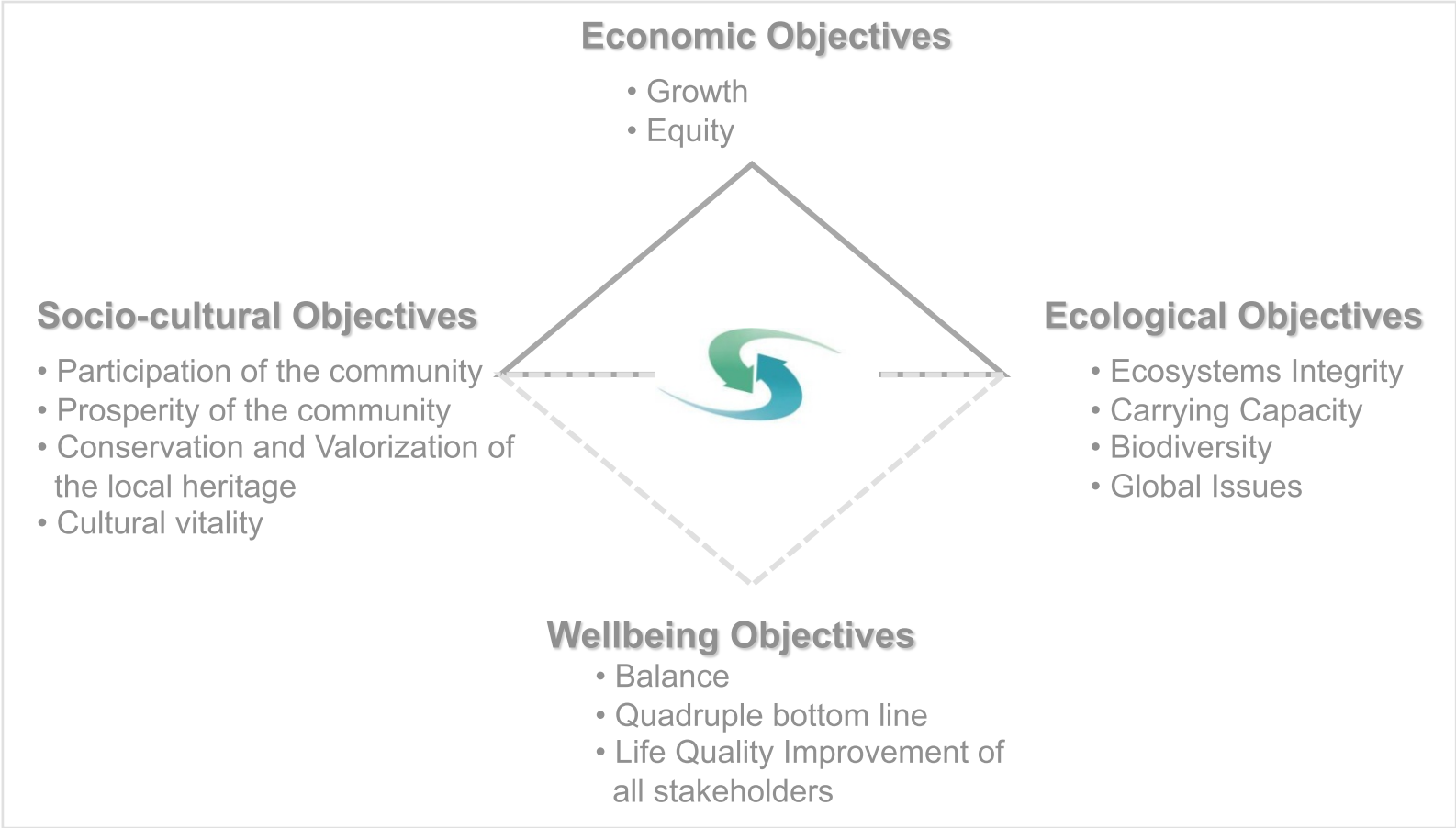
La Paz Group™ (LPG) provides development, strategic advisory, and management services to tourism destinations and properties wishing to leverage the economic power of the tourism & hospitality's fastest growing specialty segments: Sustainable tourism & hospitality, heritage tourism, and wellness tourism.

A pioneer in the field of sustainable tourism, La Paz Group has been assisting governments and private sector clients for 15 years to:

- Craft authentic and distinctive experiences for visitors
- Build profitable businesses around these, and
- Direct the associated economic benefits of those businesses to improving the welfare of the local population and to the conservation and value enhancement of their unique natural, cultural, and historical heritages.

The company's portfolio of clients includes existing and potential tourism destinations, a broad range of high-end destination resorts & spas, and cultural institutions globally.

Overarching goals achieved for each project include the leveraging of the symbiotic relationships that exist between sustainable tourism, poverty alleviation, and heritage conservation efforts.



### LA PAZ GROUP (LPG) DESTINATION

- Destination Branding Strategies
- Sustainable Tourism Development & Management
- Heritage Conservation and Value Enhancement

### LPG CULTURE

- Cultural Engineering
- Heritage Conservation & Restoration
- Property Development
- Exhibition Development & Management

### LPG REAL ESTATE & HOSPITALITY

- Turnkey Development Solutions
- Spa-specific development
- Property Management

### LPG COMMUNICATION

### LPG EDUCATION

# CAPABILITIES
# & SAMPLE PROJECTS

# DESTINATION DEVELOPMENT
# & STRATEGIC MANAGEMENT

COSTA RICA
No Artificial Ingredients

CROATIA
The Mediterranean As It Once Was

MONTE NEGRO
Wild Beauty

UNDP

Rockefeller Brothers Fund

AVINA

WWF

UNESCO

# TOURISM DESTINATION DEVELOPMENT

La Paz Group provides governments and tourism industry leaders with the conceptual framework, strategy, and tools to develop the products, systems, and programs that create and optimize economic, environmental, social, and cultural value.

The firm's portfolio of Sustainable Tourism Development services includes:

- Performing of feasibility studies
- Environmental, cultural, and social impact assessments
- Development of heritage conservation programs
- Sustainable tourism strategic planning and management
- Community and rural revitalization strategy development
- Launch of community-based ecotourism enterprises
- Development and enhancement of thematic tourism itineraries, tourism sites, infrastructure, and attractions
- Planning, design and production of interpretive media

# NATURAL, CULTURAL, AND SOCIAL RESOURCE MANAGEMENT

La Paz Group works with a global network of senior scientists to provide the following integrated Natural, Cultural and Social Resource Management services:

- Resource inventory
- Ecosystems valuation
- Impact assessment/Risk assessment
- Regional and community mapping and visioning
- Resource management strategy and spatial planning
- Land-use planning and management of protected areas and related buffer zones
- Recovery strategy development and implementation
- Implementation of certification standards compliance systems and programs
- Development of payment for environmental services (PES) programs
- Development and management of community self-sustainability programs

# TOURISM DESTINATION BRANDING & MARKETING

La Paz Group offers 40 years of combined experience in every aspect of branding, global strategic marketing, international media placement, and public relations. Leveraging high-level media and publishing contacts globally, La Paz Group's partners ensure the highest level of lateral thinking and results.

Our portfolio of Tourism Destination Branding and Marketing services includes:

- Research and trend reporting
- Development of responsible tourism strategies, mission statements, and policies
- Strategic marketing and communications
- Public relations
- Crafting of environmental and social sustainability annual reports
- Development and execution of strategic alliances with global brands
- Delivery of publicity content to world markets
- Sophisticated worldwide structure of satellite contacts to provide local market intelligence
- Sponsorship recommendations, deal brokering and implementation
- Imaginative event creation and management
- Experiential Marketing
- Celebrity sourcing for endorsements and events

# SUSTAINABLE TOURISM EDUCATION

La Paz Group also develops and implement educational programs in sustainable tourism & hospitality. Keeping both research and practice activities, most of our partners lecture and teach at international industry events and in prestigious institutions around the world such as Columbia University and Cornell University in the United States and the Lausanne Hotel School in Switzerland.

Topics covered include:

- Trend reporting
- Best practices
- Sustainable tourism development and management
- Sustainable hospitality development and management
- Natural and cultural heritage tourism
- Conservation-based competitiveness
- Implementation of Environmental Management Systems (EMS)
- Sustainable tourism marketing
- Quadruple Bottom Line implementation
- Tour guide curriculum development

# COSTA RICA

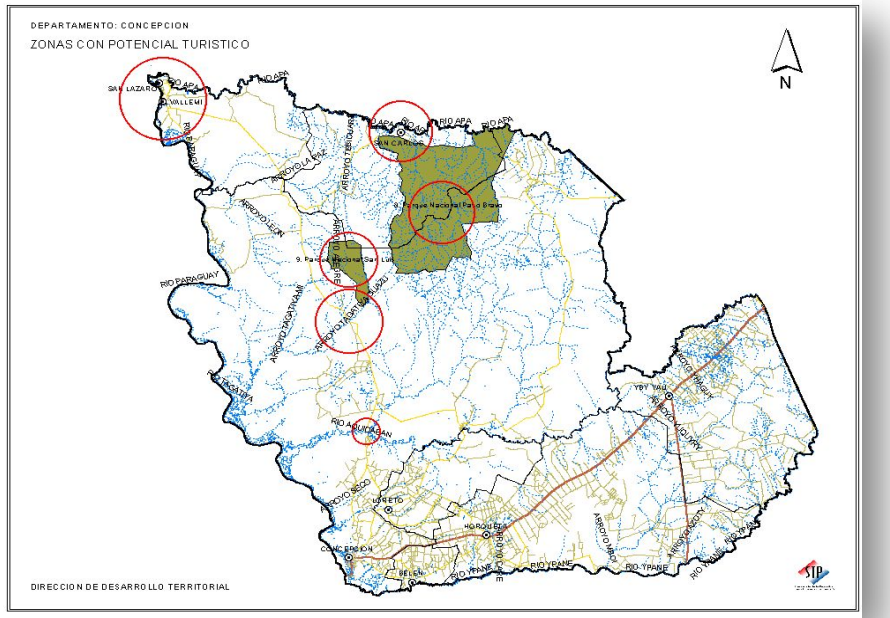
In 1995 the President of Cost Rica inaugurated the Center for Latin American Competitiveness and Sustainable Development, with La Paz Group chosen to lead the sustainable tourism development program in Costa Rica and the rest of Central America. This work was sponsored by the Avina Foundation, whose multi-billion dollar endowment allowed matching funds from The World Bank, the InterAmerican Development Bank, and other funding agencies.

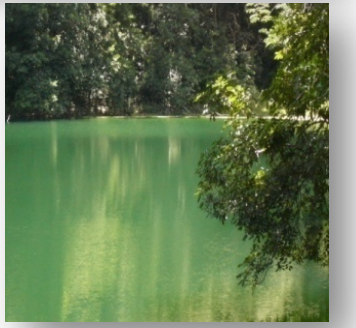
This program required direct interaction with the Presidents of each country in the region, as well as Ministers of Tourism, business leaders, and NGOs. A customized strategy was created for each country, but consistently centered on the themes of conservation and sustainability.

The “No Artificial Ingredients” campaign was the first breakthrough success of this program.

Inter-American Development Bank MIF - IIC

La Paz Group has crafted a conservation-based tourism strategy tourism strategy for the Inter-American Development Bank (IADB) and is now working with local indigenous groups and property owners to create business plans for three self-sustaining projects being funded by IADB. These sustainable and responsible tourism projects will allow travelers to plan 10-day “tours” to visit up to five of the country’s key attractions.





La Paz Group will provide ongoing strategic management and support services to each conservation tourism enterprise.

For the Avina Foundation, La Paz Group crafted a sustainable tourism development model for the robust, but fragile, Galapagos Islands' ecosystem. This resulted in the implementation of sustainable tourism activities benefiting the local population.

The Galapagos Islands provides a special challenge because it exists as an autonomous zone from the rest of the Republic of Ecuador. However, because of its natural resources, it must adhere to the Republic's laws. La Paz Group mediated between the local Galapagos communities, the Ecuadorian Government, and the organizations protecting the Islands as a World Heritage site. The strategic recommendations made by La Paz group included the planning of a world-class destination for the most demanding travelers.

# GULF OF CALIFORNIA, MEXICO

Mexico's Gulf of California is one of the most beautiful and diverse ecosystems in the western hemisphere. Its proximity to the USA makes it a magnet for developers of tourism and real estate, which has begun to pressure the fragile terrestrial and marine ecosystems. On behalf of the World Wildlife Fund, La Paz Group — in conjunction with two Australian and Mexican partners — is developing a strategic plan to create a sustainable development model respecting these fragile ecosystems.

# REPUBLIC OF SAKHA (YAKUTIA), RUSSIAN FEDERATION

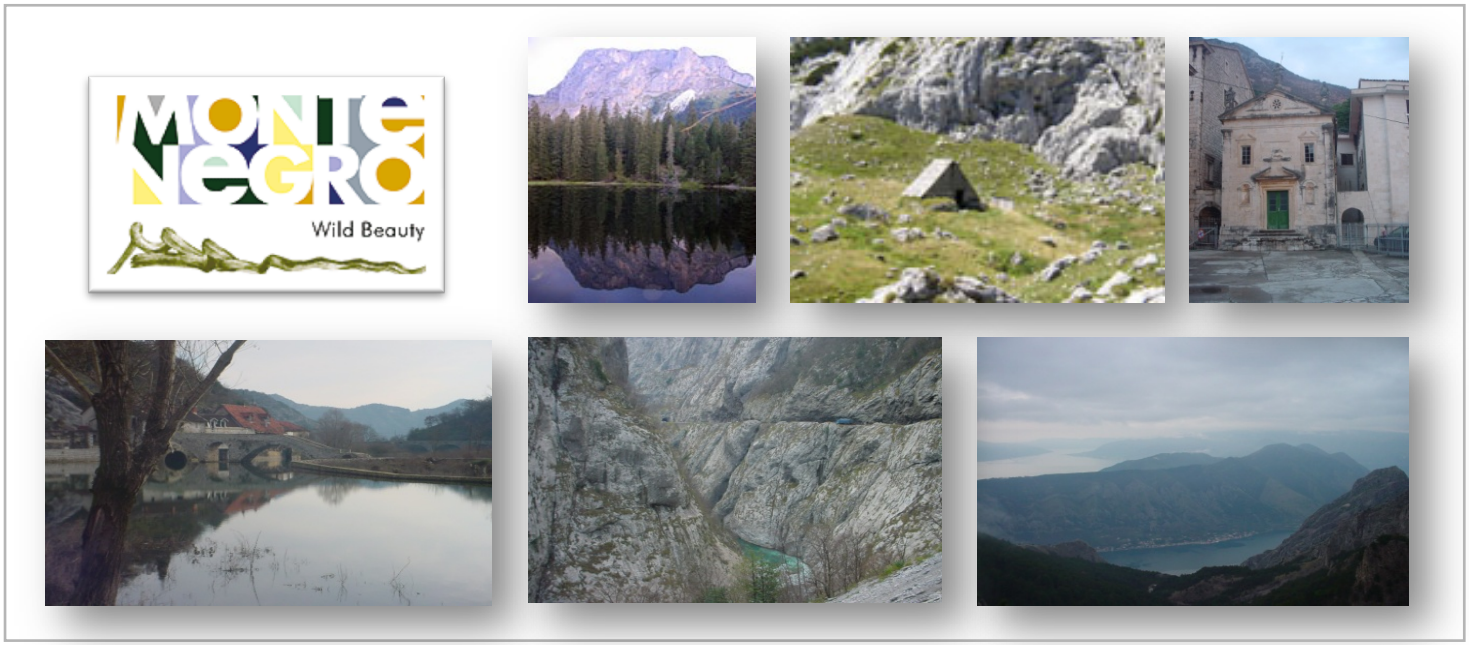
Covering approximately one quarter of the total area of the Russian Federation, the Republic of Sakha (Yakutia) is one of the largest and most prosperous nation-states within the Federation.

The Republic of Sakha has hired La Paz Group to position this region of Siberia as a unique tourism destination and to assist in developing related innovative products and programs.

To date, La Paz Group has:

- Performed a full feasibility study for tourism development
- Conceptualized sustainable tourism products and programs
- Recommended suitable mechanisms that would stimulate foreign investments
- Implemented familiarization trips targeting international tour operators now sending visitors
- Has offered visibility to the destination through various themed events such as the regional exhibition « Rêves de Nature » developed in France with experts from the National Museum of Natural History of Paris

Rockefeller Brothers Fund hired La Paz Group, through the United Nations Development Program to develop the Republic of Montenegro's Strategic Framework for Sustainable Tourism Development. Reporting to the Republic's Prime Minister and Minister of Tourism, La Paz Group began to work on the project in 2002.




Working with government officials, non-profit organizations/agencies, community leaders, and NGOs, La Paz Group brought all stakeholders into the planning process. Since Montenegro is a large nature/culture reserve with one of the last intact ecosystems of its kind in Europe, La Paz Group designed a suitable and efficient market-oriented conservation charter. The Sustainable Tourism Framework was adopted into law in September 2004.

# REAL ESTATE AND HOSPITALITY
# DEVELOPMENT & MANAGEMENT

# PROPERTY DEVELOPMENT & MANAGEMENT

Property performance is immeasurably enhanced by leveraging the strengths of La Paz Group's expertise in upscale hospitality development and management.

We provide tangible benefits to owners and investors via services that include:

- Feasibility Studies
- Concept Development, Property Positioning/Repositioning
- Branding Strategy and Marketing Communications
- Planning, property pre-opening and launch
- Full Property Management or Management Assistance

# CONSERVATION-RESORT & SPA DEVELOPMENT

La Paz Group provides integrated property development services with a focus on conservation projects targeting the international affluent travelers. Our know-how and expertise ensure the delivery of turnkey solutions that create economic, social, cultural, and environmental value.

The firm's portfolio of Development services includes:

- Feasibility studies and business planning
- Concept development
- Master planning and design
- Activities programming
- Implementation of certification standards compliance programs
- High Environmental Quality (HEQ) design and development
- Implementation of environmental programs and systems
- Environmental auditing
- F.F.&E procurement
- Green technology procurement

La Paz Group's portfolio of Management services include:

- On-site staffing and full operational management
- Planning, forecasting, and revenue management
- Marketing & Sales
- Identification of best suitable licensing brand when applicable
- Licensing contract analysis and negotiation when applicable
- Implementation of Environmental Management Systems (EMS)
- Operational reviews and improvement
- On-going training and education

A note about our Spa-specific Development & Management team: It regroups specialists with expertise in all type of spas, ranging from medical and day spas to resort and destination spas. Highly recognized in the spa and hospitality fields, our experts have more than 45 years of combined experience, and provide state-of-the-art services that redefine the standards of the industry.

# LAPA RIOS, COSTA RICA

In 1999 the owners of the trend-setting eco-resort Lapa Rios hired La Paz Group to be responsible for the full strategic and operational management of this 1,000-acre conservation resort. Insights were drawn from focus groups of affluent travelers who explained that normal luxury resort experiences were often homogenous and they were seeking more authentic and enriching vacation experiences.

As a result, La Paz Group developed for Lapa Rios its trademark concept based on “hospitality with sense and sensibility.” The concept provided customers with the unique opportunity to experience high quality hospitality, immerse into the wonders of an exotic locale—its nature, the local community, and participate in meaningful conservation.

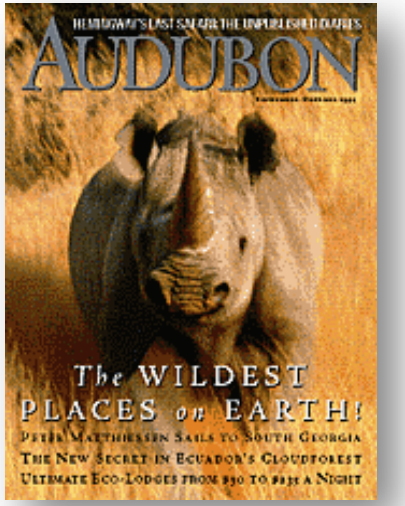
La Paz Group also implemented the professional hospitality management systems, crafted the marketing strategy, and raised the operational and financial performances within the first year of the management contract.

# LAPA RIOS, COSTA RICA (Continued)

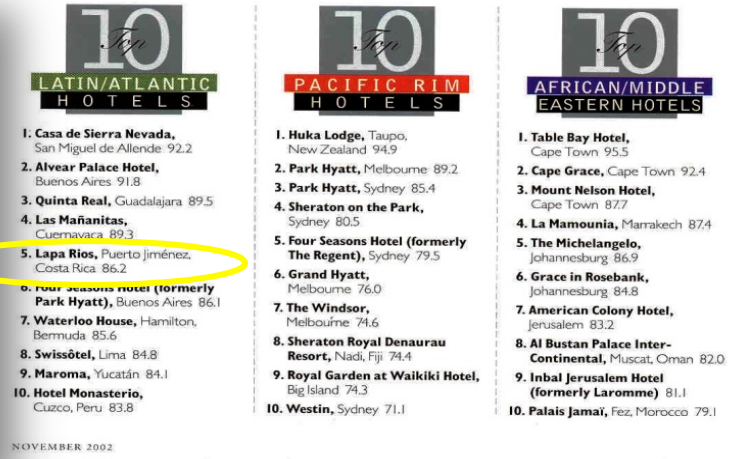
Results included:

- Annual occupancy rate reaching 80% the first year of the contract
- Revenue per occupied room increasing to $500+/ night the first year of the contract
- Net after-tax profits of $500,000+ each year during the duration of the contract
- The creation, in collaboration with The Nature Conservancy, of a permanent land trust, fully funded by profits from the resort
- Sustained interest and media coverage from travel and nature conservation publications

Audubon Magazine Article
Ranks Lapa Rios #1 Eco-Resort in the World




Condé Nast Traveler honors Lapa Rios with high rankings in the "World" and "Americas" categories each year since 1999, when La Paz Group took over management of the project



Top 10 LATIN/ATLANTIC HOTELS

1. **Casa de Sierra Nevada,** San Miguel de Allende 92.2
2. **Alvear Palace Hotel,** Buenos Aires 91.8
3. **Quinta Real,** Guadalajara 89.5
4. **Las Mañanitas,** Cuernavaca 89.3
5. **Lapa Rios,** Puerto Jiménez, Costa Rica 86.2
6. **Four Seasons Hotel (formerly Park Hyatt),** Buenos Aires 86.1
7. **Waterloo House,** Hamilton, Bermuda 85.6
8. **Swissôtel,** Lima 84.8
9. **Maroma,** Yucatán 84.1
10. **Hotel Monasterio,** Cuzco, Peru 83.8

Top 10 PACIFIC RIM HOTELS

1. **Huka Lodge,** Taupo, New Zealand 94.9
2. **Park Hyatt,** Melbourne 89.2
3. **Park Hyatt,** Sydney 85.4
4. **Sheraton on the Park,** Sydney 80.5
5. **Four Seasons Hotel (formerly The Regent),** Sydney 79.5
6. **Grand Hyatt,** Melbourne 76.0
7. **The Windsor,** Melbourne 74.6
8. **Sheraton Royal Denaurau Resort,** Nadi, Fiji 74.4
9. **Royal Garden at Waikiki Hotel,** Big Island 74.3
10. **Westin,** Sydney 71.1

Top 10 AFRICAN/MIDDLE EASTERN HOTELS

1. **Table Bay Hotel,** Cape Town 95.5
2. **Cape Grace,** Cape Town 92.4
3. **Mount Nelson Hotel,** Cape Town 87.7
4. **La Mamounia,** Marrakech 87.4
5. **The Michelangelo,** Johannesburg 86.9
6. **Grace in Rosebank,** Johannesburg 84.8
7. **American Colony Hotel,** Jerusalem 83.2
8. **Al Bustan Palace Inter-Continental,** Muscat, Oman 82.0
9. **Inbal Jerusalem Hotel (formerly Laromme)** 81.1
10. **Palais Jamaï,** Fez, Morocco 79.1

NOVEMBER 2002

# XANDARI RESORTS & SPAS, COSTA RICA

In 2005, La Paz Group was hired to provide advisory services to *Xandari Resorts*, a destination resort & spa brand with two properties in Costa Rica.

The first of the two properties, *Xandari Resort & Spa*, is located in the Central Valley. Set on a former coffee plantation, the property and its surrounding offer visitors a strong visual anchor for this crop's importance to the country, as well as its aesthetic beauty. This exceptional location also gave La Paz Group an opportunity to infuse the Xandari guest experience with a greater appreciation for the conservation efforts of Costa Rica.

*Xandari* has become the brand of choice for those affluent travelers and spa-goers wishing to have an authentic experience of Costa Rica's culture while staying at a unique pampering destination resort inspired by a vision of beauty, healing, and inner peace.

The second property, *Xandari by the Pacific*, was launched in 2006 on Playa Esterillos, on the Pacific coast. Global expansion of the brand is under consideration.

# MORGAN'S ROCK, NICARAGUA

In 2003, La Paz Group was invited to develop land-use alternatives for a 4500-acre property in Nicaragua. The main attributes of the property being agricultural land and primary forest with private beach and estuary, La Paz Group saw the opportunity to develop a low-impact resort with a strong a nature conservation component.

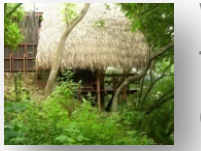
Sensible land use and community relationship-building were the first steps in creating what is now the premier conservation resort in the region…

Sensibility toward nature and the local community became the central theme guiding the creation of the destination. All harvesting of timber and other agriculture on property was reconceived, and the client began a reforestation effort by planting 1.5 million native hardwood trees. An organic farm became part of the concept and all fishing from the property is either catch-and-release, or for consumption of guests of the resort.

The staff was chosen from the local community and trained first in the principles of conservation, then in language skills, and finally in world class hospitality and guest education with emphasis on local authenticity. The staff is paid well above the prevailing local wages, and their living and working conditions are of a standard not seen before in Central America.

Local craftsmen built the entire resort, including a traditional fishing vessel, using mostly local materials.

# MORGAN'S ROCK, NICARAGUA



With Morgan's Rock, the scales of sustainability have been balanced remarkably well. The economic, social and ecological domains have been given equal weight in the development process, and new benchmarks have been reached.

La Paz Group turbo-charged Morgan's Rock into the market by developing key strategic alliances, and crafting the Internet strategy and the public relations outreach program that resulted in articles in The New York Times, Travel & Leisure, and Condé Nast Traveler within months of the property's opening. The hotel enjoyed peak occupancy in its first high season and has been profitable from its first year of operation.

The New York Times January 9, 2005 Travel Section

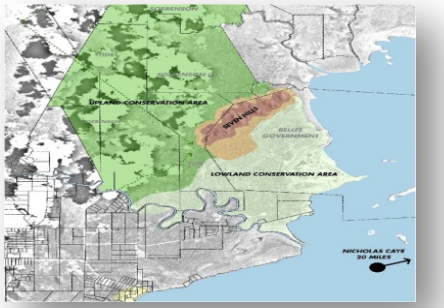
***A Crowded Field of Contenders Vying to Be 'The Next Costa Rica'***

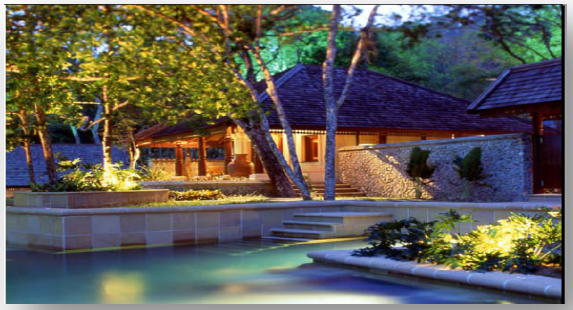
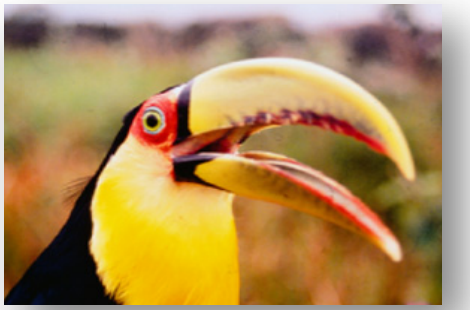
*"...Nicaragua is beginning to emerge as a popular eco-tourist destination, as word gets out about its pristine beaches, six active volcanoes and what has been called the largest area of primary-growth rain forest north of the Amazon. Morgan's Rock Hacienda and Ecolodge, on the Pacific coast near San Juan del Sur, has 15 bungalows - all of which face west, so that you can watch the setting sun each evening from your private deck."*

In March 2005, shortly after the resort's opening, the magazine Condé Nast Traveler featured an article about Nicaragua that gave prominent exposure to Morgan's Rock

# MIXED-USE CONSERVATION RESORT, BELIZE

La Paz Group is currently working on a development plan for a conservation resort (name pending) on 20,000 acres of coastal lands in southern Belize, including a World Heritage Site island with the largest aggregation of whale sharks in the world. 90% of the land is to be placed in a land trust, with hospitality and attractions businesses, as well as an upscale green living community financing the conservation programs.



La Paz Group completed the resort business plan in 2005 and the land acquisition was completed in 2006. Development of the resort's organic "Links" style ocean front golf initiative, marina engineering and lodging product began in 2006 and is midway through completion.

# CONSERVATION RESORT & SPA, SAN MIGUEL DE ALLENDE, MEXICO

The *Hacienda Santa Maria Resort & Spa* is currently under development in the colonial city of San Miguel de Allende. Located 250 kilometers away from Mexico City, this property is being positioned as an upscale conservation resort & spa set in an inspiring environment that includes on-site architectural relics such as a 16th century chapel and 18th century dam.

Since being involved in this project La Paz Group has crafted the resort concept and business plan, induced high-profile partners to agree to join the property's Board of Directors, and assisted the owners in prospecting internationally for investors. A contract is currently under negotiation for the implication of La Paz Group as the management company of this conservation resort & spa.

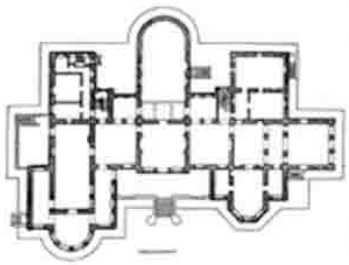
# KALAMOTA RESORT, CROATIA

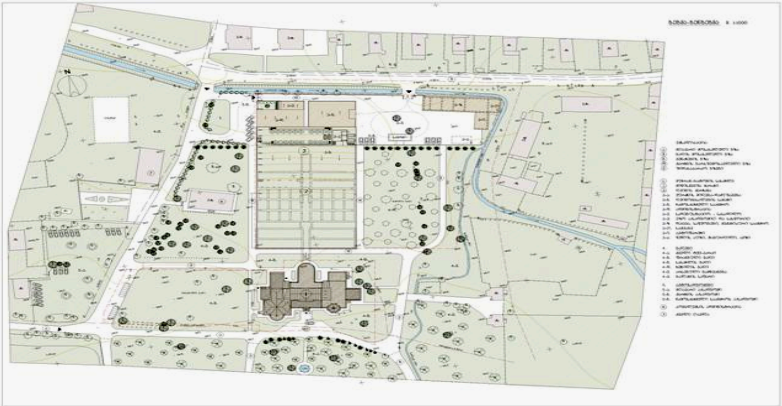
La Paz Group is providing long-term development and management services for a mixed use conservation-focused resort set on the island of Kalamota (also known as Kolocep) in the Adriatic Sea near Dubrovnik, Croatia.

The resort has a 151 room hotel and four historic villas under renovation as well as land zoned for residential development and conservation. La Paz Group's master plan includes the development of 19 residences. Profits from the residences will be used to create a nature park encompassing 40% of the island's forests, organic farms, and cultural preservation projects, and to fund social initiatives on the island.

# CHATEAU MUKHRANI, REPUBLIC OF GEORGIA

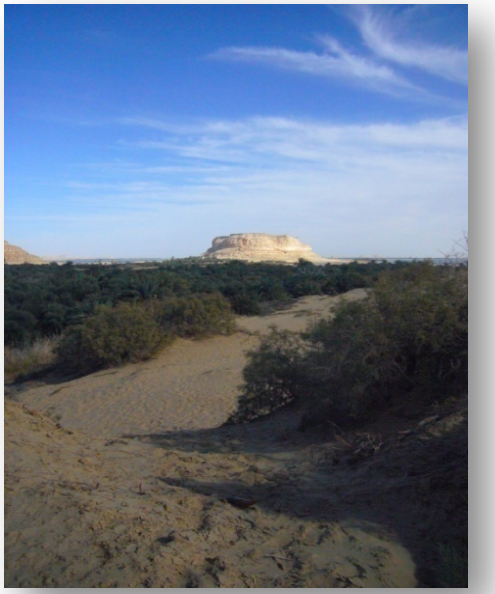
In the 19th century the royal vineyards of Chateau Mukhrani produced the finest wines in the region recognized as the birthplace of wine. After a century of neglect, the estate has been privatized, vineyards have been replanted, and La Paz Group is currently writing the business plan for mixed use sustainable development of this unique estate that will feature a winery, wine tours, and upscale hospitality facilities supporting the conservation of one of Georgia's most important pieces of cultural patrimony.





# CONSERVATION RESORT & WELLNESS CENTER, SIWA - EGYPT

La Paz Group has been commissioned to conceptualize a conservation resort on 30 acres (12 hectares) of land in the Siwa oasis. Located 340 miles West from Cairo, in the Libyan desert, Siwa has been an important settlement outpost for desert communities since 10,000 BC. It features unique natural, cultural, and historical attributes including the remains of the temple of Amon whose Oracle was visited by Alexander the Great in 331 B.C.



With objective to ensure the conservation of the unique attributes of the site while being innovative, La Paz Group is currently working on the concept and business plan of a resort that will include an upscale eco-lodge, a Culture & Arts Institute, and a wellness center. Project will also encompasses the restoration of a 500-year old building that will become the *Siwa Heritage Institute* offering cultural and environmental education programs to visitors and to the local community.

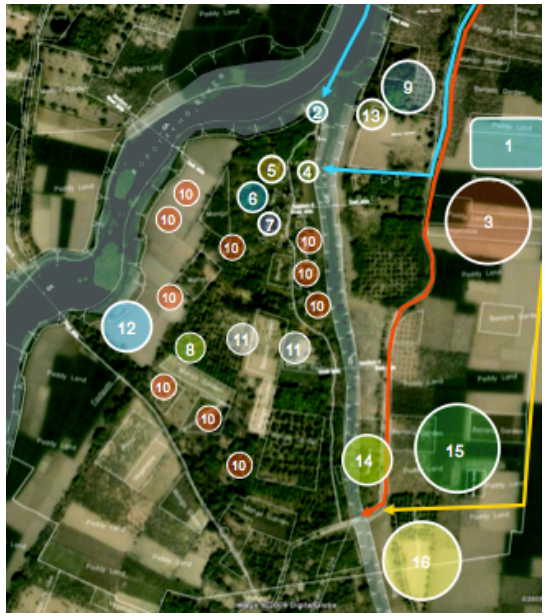
# MUTHOOT BACKWATER CRUISES, KERALA - INDIA

The inclusion of a houseboat cruise has become part of the majority of upscale travel itineraries in Kerala. In 2010, the Muthoot Backwater Cruises commissioned La Paz Group to manage their float of ten one- to three-bedroom boats.

With the booming houseboat market in Kerala, this 45-employee operation is currently going through an expansion plan that includes the renovation of the existing float and the development of new inventory. This plans is accompanied by a revision of the standard operating procedures and the implementation of the relevant training program.

# PANIGRAM, JESSORE - BANGLADESH

La Paz Group has recently been commissioned to provide turnkey development services (followed by a two-year management contract) for a 30-room riverside boutique luxury hotel in the region of Jessore in Bangladesh. Located 70 km north of the famous Sundarban mangrove forest (a UNESCO World Heritage Site), the property will include a state of the art spa featuring treatments inspired by local ancestral knowledge in Ayurveda and Unani medicines.




Designed to harmonize with the community (including local artists and artisans, farmers, etc.) and powered by alternative energy, Panigram will be committed to social and environmental sustainability. The beautifully designed mud and bamboo construction will be made from local materials by local labor that will be specially trained on the modern construction techniques developed by Aga Khan Award-winning architect Anna Heringer. The thick mud walls will allow the resort to be passively heated and cooled, significantly reducing the energy footprint.

# LE DOMAINE DE BÉLESBAT, FRANCE

DOMAINE DE BELESBAT

During the year 2004, La Paz Group was commissioned to infuse deeper meaning into the hospitality of the Domaine de Bélesbat, a 61-room and suite historic chateau-hotel near Paris, France. The assignment has led to the creation of a totally new guest experience in this luxury resort steeped in five hundred years of history.

*Voltaire*

Using its proprietary process, La Paz Group identified unique thematic opportunities to infuse meaning via cultural heritage and conservation. The property is currently being renovated under “Le Pouvoir de la Culture” theme, program content is being developed, and the chateau-hotel is being re-positioned as a unique destination that provides the following attributes and customer benefits:

- A historic house with the amenities and service only found in exclusive properties
- A gateway to the French Culture and to Paris
- An opportunity to be part of a patrimony and cultural heritage conservation project

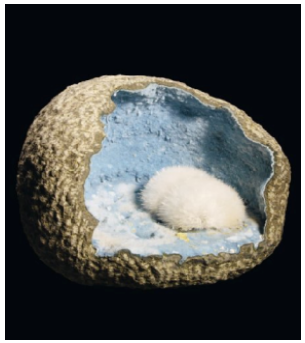
# SAINT JAMES PARIS, FRANCE

A few minutes away from the Champs-Elysées, the Saint James Paris is the only Chateau-hotel in the heart of Paris. Built in 1892, on the site of Paris's first aerodrome from where hot hair balloons flew, this property is a unique landmark of the French heritage. The hotel feature 48 rooms & suites, one restaurant, a bar, banquet & meeting facilities, a spa, and its own private garden.

Services provided by La Paz Group include:

- Guidance for the Brand Affiliation Strategy and implementation of standards during affiliation approval process
- Development of a positioning strategy that integrates heritage conservation and valorization programs

# SCIENTIFIC & CULTURAL HERITAGE
# CONSERVATION & PROMOTION



# SCIENTIFIC & CULTURAL HERITAGE SERVICES

Cultural assets being significant in the development of destination branding strategies, La Paz Group staff includes scientific, historical, and cultural heritage experts with know-how and experience in fields ranging from business strategy development to museology.

La Paz Group range of scientific and cultural heritage services include:

- Development of scientific and cultural institutions and attractions
- Mobilization of worldwide Science & Technology expertise
- Scientific and cultural mediation
- Development of scientifically-accurate “edutaining” concepts
- Program audit and assessment
- Feasibility-studies and business planning
- Sustainable exhibition development
- Development and execution of conservation and restoration programs
- Institutional and corporate communication through Science, Culture, and Arts projects
- Development of strategies and grant applications targeting international funding agencies

The following pages present some of the sample projects managed by our team members…

# MUSEUM NATIONAL D'HISTOIRE NATURELLE, PARIS

Project: €25-million renovation of the botanical building with the objective to create the conditions for the conservation, classification, and access to all the existing specimens and the ones that will come to complement the collection in the next 30 years.

Services provided by our Conservator in Chief of Heritage include:

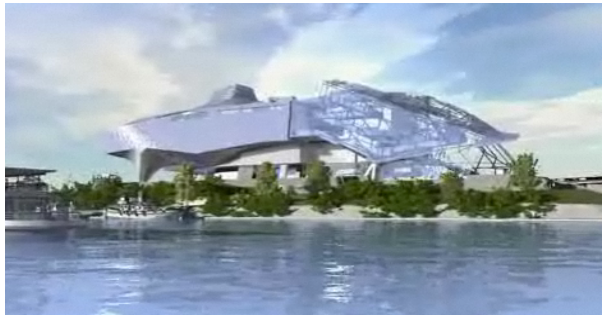
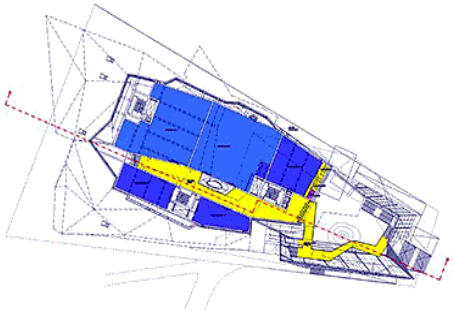
- Situation analysis and needs identification
- Development of technical program
- Crafting of Request for Qualification and Request for Proposals
- Project coordination

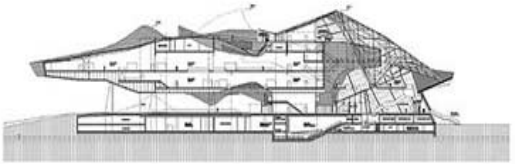
The herbaria of the Muséum is the depository of the widest under-one-roof sampling of plant and mushroom species collection in the world. It serves three purposes: Conservation, study, and information diffusion

# MUSÉE DES CONFLUENCES, LYON

Project: €235-million development of a museum whose theme is science and society.

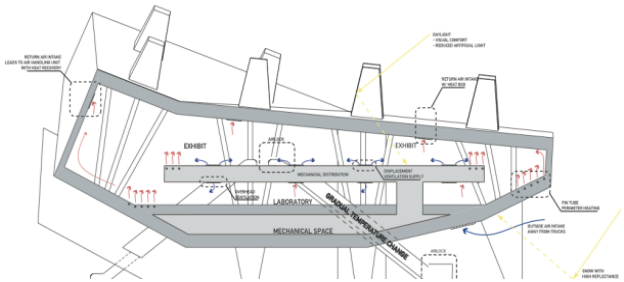
Services provided by our museum development expert included the entire conservation function and program (from climate control to reserve planning) to support 6,000m² of permanent and temporary exhibitions.



# WORLD PERMAFROST MUSEUM, RUSSIAN FEDERATION

Project: Government-driven development project with the vision to create a world-class state-of- the-art museum in one of the largest and most prosperous nation-states of the country.




Featured at the 2008 Venice Biennale of Architecture, the envisioned USD30-million facility will exemplify a low-impact and well-conditioned response to the region's extreme climate.

Services provided include:

- Feasibility study and business planning
- Conceptualization including crafting of the scientific program
- Development of the technical program and High Environmental Quality (HEQ) criteria
- Canvassing of the support of UNESCO
- Launch and management of an international contest of architecture

# SILK INTERPRETATION CENTER, SIEM REAP - CAMBODIA

Project: Creation of a unique interpretation center featuring a silk farm and silk workshops near the gateway town to the world famous heritage of the Angkor temples.

Services provided include:

- Site audit and needs identification
- Recommendations for land use and facility programming
- Launch of an international scientific collaboration platform for content development
- Creation of strategic partnerships for distribution of artisan work globally

Located on a 30-hectare property and with the mission to sustain the local community living on this unique craft as well as preserving an ancestral knowledge of producing and weaving the yield, the center will offer visitors the opportunity to experience the entire production process of fine and rare Khmer silks, from the farming of the worm to the weaving of the yield.

# THYSSEN BORNEMISZA ART CONTEMPORARY (TBA21)

Project: TBA21 is actively engaged in commissioning and disseminating unconventional contemporary art projects that defy traditional disciplinary categorizations. Conceived as environments in which art & architecture are from the outset considered as an “interlocking equation”, the Thyssen-Bornemisza Art Pavilions are temporary portable museum concepts that blend art destination and contemporary art interventions.

The result of a collaboration between Olafur Eliasson and David Adjaye, the Art Pavilion was inaugurated at the 51st Biennale di Venezia and is currently showcased on the island of Lopud, Croatia, a few sea miles away from the UNESCO world heritage city of Dubrovnik.

Services provided include:

- Business planning and financial modeling
- Analysis of the economic benefits of the initiative for a tourism destination
- Exploration of additional initiatives linking contemporary art and sustainable tourism and real estate development

# 2010-2014 MAMMUTHUS PROGRAM

Project: Five-year Arctic expedition program to find fossil organisms, study them in relation to their palaeoenvironment, and preserve them in conditions that will allow for further scientific investigation by future generations.

Services provided include:

- Strategic and business planning
- Development and execution of fundraising strategy
- Crafting of media plan and communication strategy
- Development of turnkey branded content solution such as a touring exhibition concept and journalistic-driven video interviews of the explorers and scientists involved in the program

NATIONAL GEOGRAPHIC™

PARIS MATCH

CNN Discovery CHANNEL

The New York Times

MUSEUM NATIONAL D'HISTOIRE NATURELLE

The Field Museum

# THE YUKAGIR MAMMOTH EXHIBITION

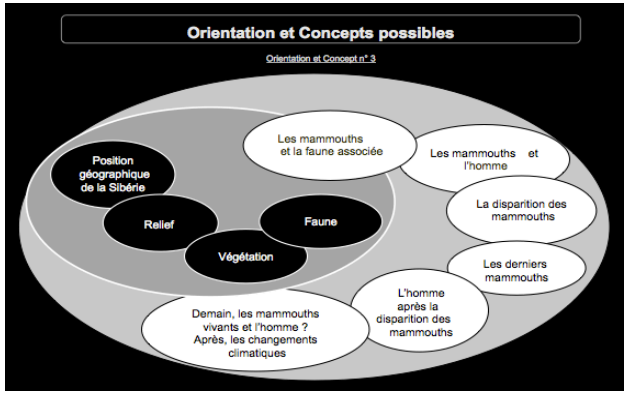
Services provided include:

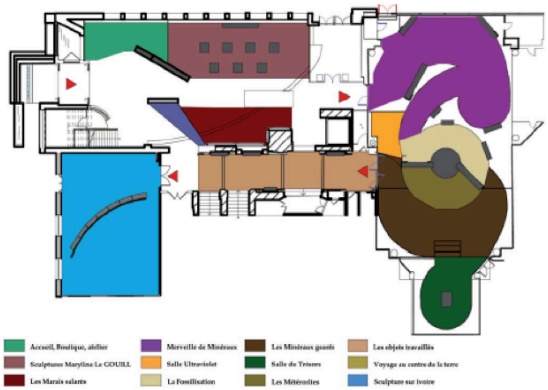
- Business planning and financial modeling
- Positioning strategy
- Hosting site prospection
- Development and implementation of methods of conservation to ensure the preservation of the remains during storage, transportation, and display

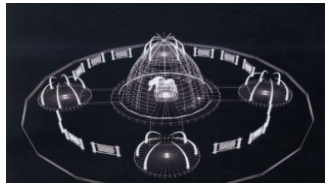
Sample visuals related to the touring Yukagir Mammoth Exhibition (8,000,000 visitors to date) and the conservation program developed and implemented by La Paz Group.

La Paz Group experts have worked on the development of various exhibitions.
Range of services provided include:

- Mobilization of worldwide scientific expertise and crafting of the scientific program
- Sourcing of exhibits from world-renowned institutions
- Scientific and cultural mediation, museography
- Scenography directing, crafting of Terms of Reference and requests for bids
- Launch and management of architecture and design contests





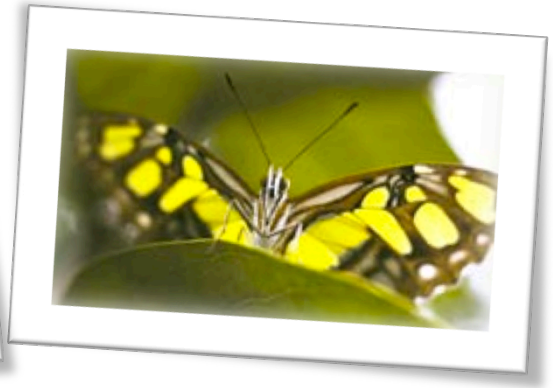
From conceptualization to 3D models, our team has the expertise to provide turnkey exhibition development solutions.

# MOMBOTOUR, NICARAGUA

Perilously low coffee prices led many coffee plantation owners throughout Central America to explore business diversification to survive. La Paz Group created hybrid business models, which included conservation-oriented tourism and hospitality concepts for many of these owners.

One of these models, Mombotour, has become one of the most visited nature attractions in Nicaragua. Crafted by La Paz Group, the destination includes:

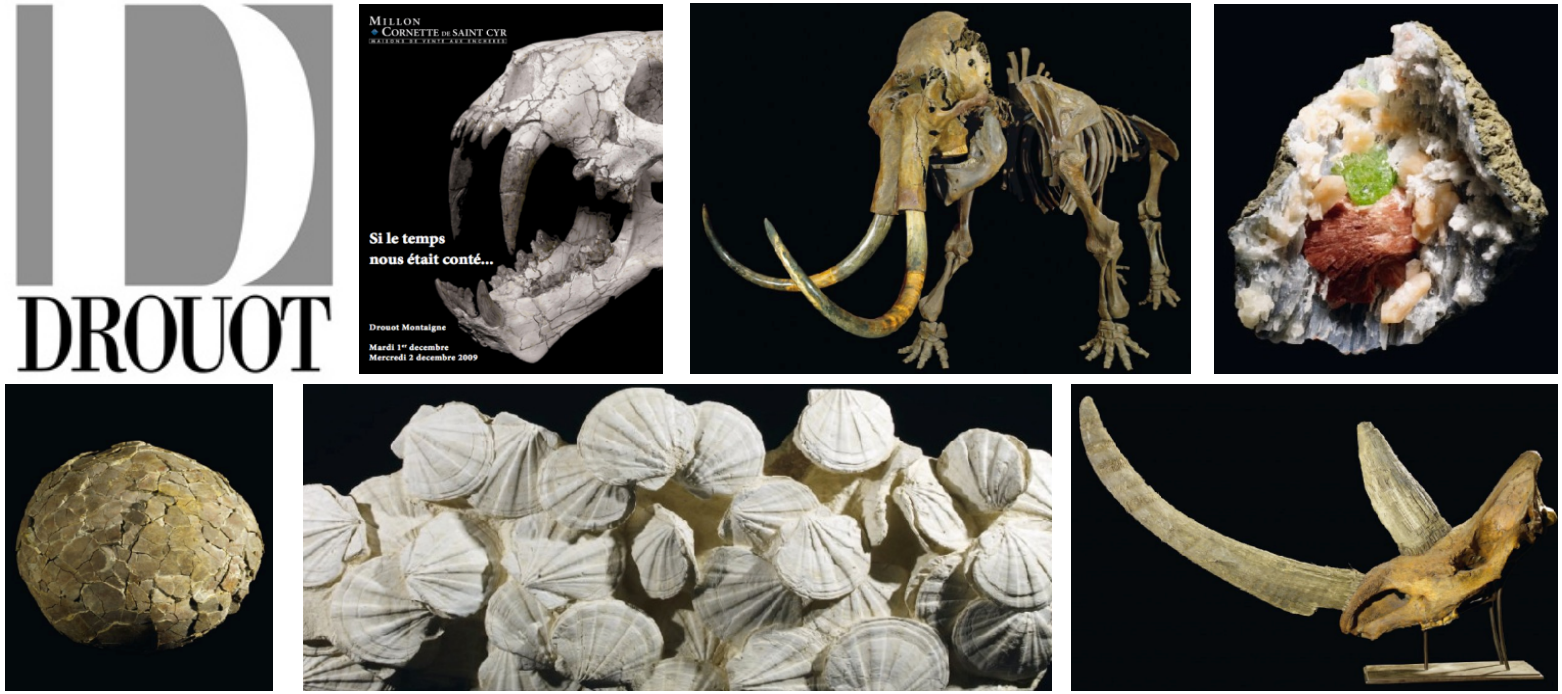
- A Gourmet Coffee Tour where visitors learn about coffee varieties, farming techniques, and harvesting processes, and patio sun-drying
- A Canopy Tour Adventure consisting of approximately 2,000 feet of cable stretching between 17 platforms. Taking visitors up to 100 ft. above the forest floor, the tour provides an opportunity to closely encounter wildlife and enjoy majestic views of the Mombacho Volcano and Lake Nicaragua's coast
- A butterfly farm
- A horseback riding tour of the volcano



The concept has been developed according to nature and consumer oriented criteria for sustainable tourism. In addition to the design and planning of the attractions, La Paz Group became the management company of Mombotour.

Services provided include:

- Item assessment
- Crafting of scientific and historical content for the catalogs
- Verification of the certificates of origin
- Pricing recommendations to auctioneer
- Development of recommendations for the conservation (storage, transportation, display) of items




Sample images of items presented during an exceptional mineralogy and paleontology auction held at Drouot in Paris in December 2009.

# PEOPLE

***Ludovic Lainé***
*Managing Partner, President*

Ludovic Lainé is a Managing Partner and the President of La Paz Group. He was previously the Managing Director of the New York office for Ypartnership, America's leading marketing, advertising, and public relations agency specialized in the travel, leisure, and entertainment industries. During his time at Ypartnership (2001-2004) Ludovic guided the research-driven development and execution of branding and marketing communications strategies for several of the firm's prestigious destination and hospitality clients.

Prior to his position at Ypartnership, he held various leadership positions in luxury hotel chains, and destination resorts & spas in the United States, Europe, and the Asia/South Pacific region gaining extensive experience in property development and operational functions. Organizations he has provided services to include the French Government Tourism Office, The Leading Hotels of the World, Le Méridien Hotels, Hyatt, Cirque du Soleil, and the International Spa Association (ISPA) whose prestigious members include Canyon Ranch Health Resorts and Golden Door.

Ludovic holds an MBA-accredited Masters of Management in Hospitality from Cornell University where he specialized in sustainable development and strategic marketing. He also holds a Bsc from the Glion Institute of Higher Education. Ludovic is fluent in English, French, and Spanish and has notions of Russian.

***Crist Inman, PhD***
*Managing Partner, CEO*

Crist is the CEO of La Paz Group. He began his consulting career in 1986 as an organizational development consultant for Latham International in New York City. His clients included multinational corporations such as Apple Computer, Goldman Sachs Investment Bank, PepsiCo and Marriott Corporation.

An MBA and a Ph.D gradute of Cornell University, Crist taught business and human resources management at Cornell from 1990 until 1995. In 1996, he was invited by the Presidents of the Central America region to head their Tourism Competitiveness & Sustainable Development project, based in Costa Rica. The project was directed by Professor Michael Porter of Harvard Business School and Professor Jeffrey Sachs, then Director of the Harvard Institute of International Development. The La Paz Group was formed at this time.

Since then Crist has worked with Presidents, Ministers of Tourism, and business leaders globally developing strategies for sustainability focused tourism.

Recent published work includes *Strategic Social Partnerships For Change: A Framework For Building Sustainable Growth In Developing Countries*, and *Ecotourism Versus Mass Tourism as a Source of Value-Added for the Host Economy: The Case of Costa Rica.* Crist is fluent in English and Spanish.

***Raoul Sudre***
*Principal*

A principal of La Paz Group, Raoul Sudre is one of our key specialists in the conceptualization and management of medical, destination, and resort spas.

Major corporations he has provided services to include Accor, Ritz-Carlton, Raffles, Le Méridien, Regent, Starwood Hotels and Resorts, and Bulgari. Raoul is also the Founder and President of Aspen Spa Management, a consultancy that has contributed to the redefining of the standards of the spa industry. His hands-on expertise in fitness, spa treatments, and alternative medicines give him a unique holistic global vision of the industry.

Raoul has been quoted in, as well as written regular columns on the spa business for major news media and trade publications such as The Wall Street Journal, The New York Times, Hotel Magazine, and Spa Management. In addition, he is a key note speaker at spa conferences and lecture circuits around the world. Institutions and organizations he has consulted for include the Ministries of Tourism of France, Morocco, Tunisia, Brazil and Mexico.

He is a graduate from the Cornell University Hotel Management program. A former member of the Board of Directors of the International Spa Association (ISPA), Raoul currently serves on the advisory board of the America Institute of Massage Therapy and the SPAcifically Association. He is fluent in English and French.

***Gilles Pacaud***
*Director of Heritage Conservation and Promotion*

A former Conservator in Chief of Patrimony attached to the French Ministry of Research, Gilles Pacaud is an internationally renowned expert in conservation and museology. He is a strong believer that unspoiled cultural assets and strong cultural identities are of prime importance in the development of a destination's branding strategies.

Armed with more than 35 years experience in the field, Gilles Pacaud is an expert at developing and exploiting the unique cultural products and programs of destinations to differentiate them from their competitors. As a conservator for the Muséums of Natural History of France, Gilles Pacaud's achievements include the conception and project management (including construction) of a 5,000m$^2$-center of conservation and collection study for the Musée Guimet of Natural History of Lyon. He also led the renovation of the Botanical building of the Muséum of Natural History of Paris and was in charge of developing the conservation program (reserves, climate-controlled environment, etc.) of the €235-million Musée des Confluence currently under development in Lyon, France.

Gilles holds a masters degree in Earth Sciences from the University de Bourgogne in France. He has led many international scientific expeditions around the world and has collaborated with prestigious institutions such as Harvard University and the French National Center of Scientific Research (CNRS). For his long-time contribution to Sciences and Education Gilles was recently awarded with the most prestigious honor presented to scholars by the French government, « Chevalier des Palmes Académiques ».

***Hedda Moye***
*Global Media & Communications*

An award-winning former journalist and magazine editor, Hedda has over 25 years of experience in global media and marketing.

Armed with experiences such as Communication Director for KPMG Australia, and Public Relations Director of The Regent of Sydney and The Inn on the Park in London, she is well-versed in the development and executing of major communication and public relations plans, most of which included the development of innovative strategic partnerships with major international luxury brands.

As a former Corporate Development Manager for several International art festivals, Hedda also has tremendous experience in high-level sponsorship negotiations with blue chip companies and government authorities. She has traveled the globe creating strategic media campaigns on behalf of her clients including Universal International Pictures, Shangri-La Hotels and Resorts, Dubai International Film Festival, Buena Vista, FOX, BMG, Warner Bros Records, United Arab Emirates, and The Ritz-Carlton Hotel Company.

A pioneer in the use of celebrities in fashion and lifestyle public relations campaigns, today she has become a reference in the crafting of celebrity endorsement programs supporting social, cultural, and ecological causes.

***Kostas Trivizas***
*Revenue Optimization Strategist*

Kostas is a hospitality and travel management consultant, luxury hotel asset manager, investment advisor, product-business development and revenue optimization strategist with a broad experience in the performance enhancement aspects of the luxury hospitality and travel sectors.

He has experience with reputable hotel management and owning companies, luxury resorts and boutique hotels, hotel distribution management solutions and interactive travel, across four continents and different companies. Organizations he has worked for include: The Savoy Group, the Peninsula Group, Sofitel Luxury Hotels, Le Meridien Hotels, IXeo Interactive Travel, Synxis International Holdings.

Kostas holds an MBA-accredited Masters of Management in Hospitality from Cornell University. He speaks fluently English, French, and Greek.

***Ann-Kee Tan***
*Managing Director, La Paz Group Asia & Pacific*

A native from Singapore, Ann-Kee has more than 20 years of experience in the hospitality industry. Working throughout the first phase of his career at the property level, he held various positions in operations, sales & marketing, and general management at prestigious hotels such as the Pansea Puri Bali Resort, now part of the Orient-Express Hotels collection, that he contributed to renovate, reposition, and reopen.

Over the years, Ann-Kee effectively led teams towards change, striving to meet the investors' expectations while integrating sustainable business practices and obtaining positive economic and well-being impacts on local host communities. He is a charismatic leader and influential facilitator well respected for his achievements within multi-cultural environments, for his business development skills, and for his conceptual and strategic thinking.

Ann-Kee holds a MBA in International Hospitality Management from the joint Cornell-Essec program at IMHI in Paris, France. He is fluent in English, Mandarin, and French, and conversant in Bahasa Indonesia.

***Lucas Hannell***
Project Manager and *Strategic Development Manager for La Paz Group Japan*

A student of cultural and linguistic sensibility by virtue of dual citizenship and an international upbringing, Lucas has acquired through personal experience a first-hand awareness of cultural richness and diversity. Complementing such experiences with academic curiosity has afforded him the analytical and conceptual tools to construct comprehensive views of cultural systems. This combination led him to pursue an education at the University of Pennsylvania's specialized joint-degree Huntsman Program combining Business and International Studies in Japanese, which included a year-long exchange at Hitotsubashi University in Tokyo, Japan.

Identified for his extensive knowledge of the Japanese culture and language coupled with a formal education in business, Lucas was chosen to head La Paz Group's initiative to offer services in the Japanese market. In addition to his native Swedish and English, he speaks fluently Japanese and French, and is conversant in Spanish and Italian.

# CONTACTS

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Tel. +33 633 54 2104