

Board Leadership Forum

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In her contribution to the **Board Leadership Forum - The Philipps Group**, Hala explores the critical role of boards in driving profitability within their companies, highlights the responsibility of the Board for the company's vision and strategy, and shares her outlook on growth and profitability in the MEA region.

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	2023 ADR	Growth over 2022	Growth over 2019	YTD August 2024	Growth over YTD August 2023
Edmonton	\$137.89	7.62 %	10.81 %	\$147.38	7.85 %
Calgary	169.15	11.16	19.82	179.21	4.04
Downtown Montreal	255.73	4.20	19.78	261.10	1.34
Ottawa-Gatineau	196.99	10.25	17.83	195.31	1.45
Downtown Toronto	329.20	9.56	31.55	322.67	-1.03
Downtown Vancouver	319.20	13.68	19.96	342.96	6.11

	2023 Occ	Growth over 2022	Growth over 2019	YTD August 2024	Growth over YTD August 2023
Edmonton	56.61 %	9.42 %	4.96 %	59.85 %	5.06 %
Calgary	64.19	9.77	9.69	67.31	3.02
Downtown Montreal	67.73	16.09	-5.18	69.07	3.92
Ottawa-Gatineau	67.47	10.78	-2.91	67.25	0.77
Downtown Toronto	70.42	10.12	-8.69	72.12	3.53
Downtown Vancouver	78.62	7.96	-1.63	80.16	1.01

Summary

Hala offers insights into how boards drive company profitability, their crucial role in defining vision and strategy, and perspectives on growth and profitability in the MEA region.

💬 Comments

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About **Hala Matar Choufany**



Hala is an experienced Regional President and Managing Partner, an industry expert, and is recognized as one of the most influential leaders in the hospitality industry, notably in the Middle East and Africa region.

Hala has advised on more than 5,000 hospitality and mixed-use projects in the last 20 years across Europe, the Middle East, Africa and Asia. She has advised clients in areas such as Valuations, Acquisitions, Asset Management, Strategic investments and development, Contract Negotiations, and general Real Estate Strategic Advisory.

Hala has authored more than 50 publications and speaks frequently at investment and hospitality related conferences on a range of topics including asset valuation, investments, management issues and women leadership.

In addition to being a Board Member of HVS Global, Hala sits on the Boards of Harvard Business School Club of the GCC, Hotel Investment Advisory Board, and is regularly invited to Boards as a subject matter expert in the industry. Hala is frequently invited to discuss hotel and tourism trends on major news channel including Alarabiya, Bloomberg, Abu Dhabi TV, Forbes, Breaking Travel News and CNN.

Hala is also a member of the International Society of Hospitality Consultants (ISHC).

Hala completed Executive Education at Harvard Business School. She also holds an MBA in Finance and Strategy from IMHI (Essec- Cornell) University, Paris, France and a BA in Hospitality Management from Notre Dame University, Lebanon. Hala is fluent in English, French and Arabic.

Born in Beirut, Hala lived and worked in several cities across Europe, Asia and Middle East and is a mother of three.

For more information, contact Hala at [\[email protected\]](#).