

TRAVELS THAT CONNECT YOU.



BOUTIQUE SUSTAINABLE HOTELS FOR
THE ISLANDS OF THE BAHAMAS & BEYOND.

Up South Resorts & Hotels
A Flying Teeth Company

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THE UP SOUTH RESORTS & HOTELS BUSINESS PLAN

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Introduction

Our mission for business:

To create and operate a profitable collection of boutique sustainable hotels throughout The Bahamas and potentially long term - elsewhere within the Caribbean.

Our mission for people:

To deliver thoughtful and authentic experiences which transform the traveler and evoke positive life-affecting sensations for our guests *and* our providers alike.

Our mission for the environment:

To leave our campsite better than we found it.



Company Description

Up South Resorts & Hotels is a boutique hotel development and management company to be comprised of five to ten boutique hotels across The Islands of The Bahamas and possibly beyond. Specific short-term targets include properties in Eleuthera, Abaco & Exuma.

Up South Resorts & Hotels offers transformative travel experiences through service and culture within accommodations built and managed for comfort, style and world-leading sustainability. Up South Resorts & Hotels is the result of the evolution of experiences gained and lessons learned from FlyingTeeth's involvement in the development and operations of the world-renowned Tiamo Resort and the management and operations of The Emerald Palms (both on South Andros Island in The Bahamas). Up South is the Caribbean first boutique sustainable hotel brand - combining the sensibilities and exclusivities of small boutique hotels in tropical locales while capitalizing upon the economies of scale garnered by shared management, marketing and procurement systems.

Up South Resorts & Hotels will share a number of general attributes but each will possess its own unique appeal in setting, design and cultural integration. Brand attributes will typically encompass the following:

- Tropical Locales
- Relative Ease of Air Access
- Relative Low Cost of Entry
- Twenty to Fifty Rooms
- Integrative and Innovative Design
- Abundance of Natural & Cultural Activities
- The Up South Signature Culinary Experience
- A Definitive Service Standard
- World-Leading Environmental and Social Sustainability Systems
- A Mid to Long-Term Investment Approach

UP•SOUTH [UP SOW TH] NOUN (ISLAND COLLOQUIALISM) | A DIRECTION AS DEFINED BY SAILING UPWIND ON A SOUTHERLY COURSE 2 A FANTASTIC BOUTIQUE HOTEL COLLECTION IN THE CARIBBEAN

How it all began

ALMOST FIFTEEN YEARS ago, two adventurous young people came across a little known tropical island in The Bahamas called South Andros. They were so inspired by the beauty of its nature and people that they built what would soon become a pioneering effort in “ecotourism.” This labour of love, a little hotel called Tiamo, blossomed into an international award-winning property rooted in sustainability and service unlike anything in The Bahamas or the Caribbean.

Up South Resorts & Hotels is the evolution of Tiamo. It encompasses the knowledge gained and lessons learned in the development, construction and subsequent eight years of Tiamo’s operation on South Andros Island.

In 1995 when Mike originally pursued the development of Tiamo, the prefix “eco-” was one that still conjured up images of radical environmentalists and die-hard hippies whose ideal vacation consisted of a tent in the bush. As he struggled to find investors for the remote “ecolodge,” he began to rethink the presentation of “eco” and search for ways to communicate what proved to be the most efficient and effective way to build and operate on an untouched tropical isle. While the language and use of “sustainability” is often misunderstood, abused and simply avoided, we believe that if broken down and appropriately implemented, sustainability proves to be the wisest business model available.

“GOIN’ UP SOUTH”

As we travel to other parts of the world, we hear phrases and words that we’ve never heard before and sometimes – especially English speaking countries – we assumedly deem them to be “bad english.” This is often the case when one travels to The Bahamas and hears the phrase – *“I goin’ up south.”* It would be easy to assume that this vernacular is incorrect and maybe even downright “upside down.” But with some inquiry and understanding anyone can learn the true meaning and deep connection to this island culture of this interesting phrasing of directional words.

Not long ago, sometimes less than thirty years, there were no real roads and very few airplanes for many of the Bahamian islands. Thus most people either moved by footpath for shorter distances or by sailboat for longer distances or for going island to island. For those in the know, the predominate breezes and winds in The Bahamas come out of the south or southeast. Consequently, when one is sailing south in The Bahamas, they are more than likely heading upwind or “up south.”

So there you have it – “Up South,” a phrase deeply rooted in generations of Bahamians who traveled to and fro under the power and grace of nature’s most consistent propeller – wind. Our aim at Up South is to connect our guests with these types of authentic and transformative experiences.

Economies of Scale for Transformative Experiences

Tiamo began as a “Mom & Pop” lifestyle business model. Interestingly enough, many of the Caribbean’s most remarkable and successful boutique hotels have similar business structures. And while they do manage to provide amazing experiences in atypical destinations, it is ultimately their collective inability to achieve the economies of scale associated with increased room counts that remains a challenge. As many of us know, the intimacy of boutique hotels deteriorates as the room count grows. Unfortunately, this potentially leaves boutique operators entrenched in the perpetuating cycle of creating just enough revenue to maintain the intimate experience but often not enough to satisfy the savvy investor. This lesson was learned first-hand at Tiamo. However, our model began to evolve when we undertook another hotel nearby called Emerald Palms. With this additional forty-key property, we effectively began to create certain economies of scale through collaborative management, procurement and marketing opportunities. While circumstances have prevented the long-term evolution of that particular scenario, the lesson remains clear – it is possible to combine various management, marketing and procurement aspects into a more cost-effective operating model while maintaining the nice price creating experience specific to a small boutique hotel.

Solutions for Key Lessons Learned on South Andros Island

- Insure Relative Ease and Cost of Transportation
 - We are specifically seeking properties with adequate airlift and supply transportation. As our network of operations grows and solidifies this definition may broaden and change given the system’s ability to offset the additional marketing and infrastructure costs to support remote but more exotic locations. While South Andros truly is one of the most beautiful places in the world, the inadequate amount of airlift to the island and the additional cost of being “boat access only” proved critical in our challenge to achieve effective profit margins.
- Reduce Time To Stabilization and Insure Adequate Available Capital
 - While seemingly stating the obvious, it is critical that the stabilization period be defined and achievable. Additionally and concurrently, sufficient and available capital must be on hand to insure cash flows allow for proactive management of the day-to-day business.
- Create a Strong and Well Supported Middle and Upper Management Structure
 - Tiamo received international guest service recognition, but it was the deficiencies (or lack) of middle and upper management personnel that placed an unnecessary burden on top management. Consequently, the limits of middle and upper management led to higher costs and increased opportunity losses. This is one of the strongest opportunities the Up South operating structure provides - middle and upper management systems whose costs and expertise are shared and utilized across the portfolio.
- Sustainability as a Business Method First and a Marketing Opportunity Second.
 - Although significant earned media can be garnered through the integration of various environmental and cultural sustainability initiatives, the core presentation of a hotel must focus on providing a fantastic and competitive vacation experience. As Mike Hartman famously states: “No one travels to sit on a composting toilet.”
- Long Term Approach
 - The culture and environment of tropical islands present significant challenges to the business strategies common in North America and the European Union. While opportunities for success do exist, one must consider the varying perspectives on time, culture and productivity. Typically, a long-term perspective regarding return on investment is necessary.

Guiding Attributes

While each Up South property possesses its own unique appeal in setting, design and cultural integration, and will yet maintain its own iconic boutique identity, the collection as a whole shares a number of general characteristics:

Location

Tropical locales in The Bahamas; Beaches and the sea represent primary brand components.

Relative Access

Ease of access via air from our most dominant markets the United States and Canada.

Cost of Entry

Sites chosen to minimize the initial cost of entry using strategies such as selecting locations within proximity of high-cost entry sites (i.e. Current vs. Harbour Island) or potentially integrating unique approaches to local development (i.e. Tent Structures vs. Full Build).

Size

Typically, Up South Resorts & Hotels range from twenty to fifty rooms.

Design

Must effectively integrate with the people, culture and environment not only for aesthetic but for operational profitability and sustainability.

Activities

Each location supports a variety of authentic and transformative natural and cultural based activities.

Cuisine

A defining characteristic of the Up South brand is the culinary experience that thoughtfully combines dining and drinking with people and atmosphere.

Service

While it may be evident for a hospitality business, service is the hallmark of the Up South brand. Consistently integrating local culture and customs with the expectations typical of our core clientele and market is the proprietary management factor that stamps the label “authentic” on the Up South Resorts & Hotels Brand.

Sustainability

At the core of Up South's development, management and marketing model is its environmental and social sustainability. Our specific experiences validate the short-, mid-, and long-term benefits for investing in and maintaining the highest levels of sustainability. Greater guest and staff satisfaction, stronger operating efficiencies, increased productivity and significant public relations and earned media opportunities embody just a few of the significant advantages associated with sustainability.

Long Term Investment Approach

Each property is assessed, analyzed and ultimately developed/managed for its long-term return on investment. The environment and culture of these exotic locales do not permit true short-term "investments" without significant and often negative consequences to the environment, the culture and most often the investor.



The Up South Resorts & Hotels Strategy Difference

Destination Market Strategy

Using the Up South Resorts & Hotels attributes (outlined above) as the main basis of consideration, we pursue destinations that are marketable and stable both economically and politically. Additionally, we seek out destinations that already have an increased volume of tourism and market awareness. In doing so, we allow Up South to viably develop and operate a property as a stand-alone entity while further capitalizing on its position within the Up South operating and marketing collection.

Initial considerations for destinations in the Up South Resorts & Hotels portfolio include:

Short Term:

- North Eleuthera / Central Eleuthera
- Abaco (Marsh Harbour area and nearby cays)
- Great Exuma / Little Exuma / nearby cays

Mid & Long Term (from 1.5 to 5 years forward)

Cat Island	San Salvador	Long Island
Central & South Eleuthera	Berry Islands	Caribbean

Investment Strategy

Our internal mantra for establishing and maintaining sound business is “to begin with an end in mind.” Consequently our goal for Up South Resorts & Hotels is to develop an efficiently operated collection of ten to fifteen competitively and profitably branded boutique hotels under the Up South flag. We will seek equity positions in at least half of these properties endeavouring to achieve effective ROI's through cash flows and assets significantly appreciated because of the Up South brand and operating standard. Divestment of the entire brand, operating company and those acquired positions in the various appreciated assets could create the profitable exit strategy.

At Up South Resorts & Hotels, we are constantly evaluating the needs of our investment partners and strive to create so-called “peak experiences,” as defined by Chip Conley of Joie de Vivre Hospitality. It is our understanding that the needs of all of our partners can be divided into two categories:

- 1) long term investment opportunities, and
- 2) meaningful investment involvement.

Core Operational Strategies

Up South Resorts & Hotels' operational approach continues in the same vein of environmental and social sustainability established in the development and construction of each hotel. The successful integration of each hotel into the local culture, the natural environment and the social fabric of the island culture creates an unparalleled guest experience. This process begins long before the arrival of the first guest. We market and communicate with the “right” type of guest who is interested in exploring the nature and culture of a tropical island; one who desires and appreciates being ensconced within some of the most comfortable, appealing and yet sustainable accommodations available.

To achieve our operational financial goals, Up South creates efficiencies of scale and scope by combining the following:

- Simple, integrative and innovative design focusing on maximizing efficiencies and minimizing consumption in both development and operation.
- Progressive technology that aids in operating efficiencies and enhancing the guest experience.
- Alternative energy systems that create and enhance the overall return on investment.
- Ecologically sensitive business practices that maintain and promote the integrity of our product.
- Conservation and education that improves our efficiencies, minimizes our impact and enhances both the guest and staff experience.
- Consistent training and skill-enhancement programs at every level of the operation promoting employee empowerment and buy-in for increased productivity and minimized turnover.
- Economies of scale created and achieved through multiple hotels conjoining select marketing, procurement and management processes.
- Solid and consistent public relation strategies that promote the sustainable features of each project in the context of providing transformative travel experiences.

Operations

Up South Resorts & Hotels is based in Nassau, The Bahamas with a supplemental base established in Miami, Florida. Sales, marketing and some procurement are currently centered in Up South's Miami offices. Destination specific operational management teams will be locally based for increased efficiencies related to day-to-day operations but connected real-time using web based technologies.

Team Management Strategies

Beaches, water and nature may be impressive - but ultimately effective hospitality is about the team of people working together to provide transformative experiences. Hotel operations - especially those with food and beverage components are essentially 24 hour per day operations. Boutique hotels - where personal and intimate service and interaction are paramount - can be one of the most consistently intense working environments outside of the emergency and trauma industries. Add to this the daily overlap of cultures and perspectives inherent in the travel industry and it becomes apparent that a truly effective training and support system for staff (and more importantly - managers) is crucial. We will utilize the network of properties for cross-training and reprieves. Transfers among properties of key personnel will not only aid in preventing burn out - but will enhance our cohesiveness as a team and additionally help cross promote various Up South experiences for our guests.

Combining these aspects with a media and technology savvy marketing program and a sound pricing structure will make Up South a profitable financial operation and significant economic contributor to its various local economies.

Up South Resorts & Hotels Management services include:

- Administration – Local and Centralized
- Accounting, Cost Controls, Inventory Management
- Day-to-Day Operations Management
- Quality Assurance, Guest Services & Relations
- Insurance and Liability Management
- Maintenance: Reactive, Preventative and Upgrades
- Staff Training, Personnel Management and Morale
- Marketing, Sales and Public Relations
- Property Management and Asset Development

We acknowledge that in a successful, multi-property business structure the factor of proximity of operations from one to another does not necessarily increase nor decrease returns in certain instances. Conversely and more specifically, we clearly recognize that the cost of mistakes made in the management of a collection of resorts can exponentially increase, perhaps concurrently with the increase of distance in the network.



The Up South Resorts & Hotels Experience

The Guest Experience

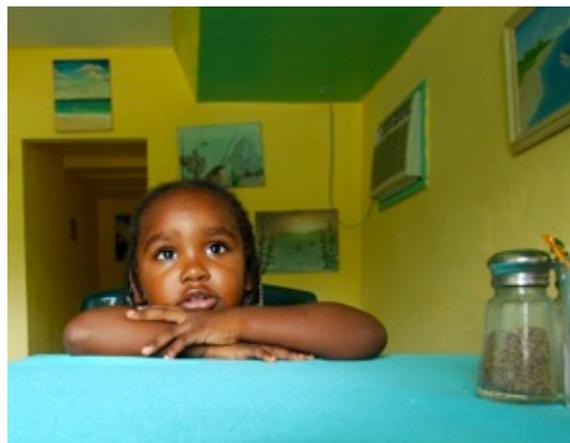
Up South Resorts & Hotels represent places where your character is enriched through conversation and experience. One grows closer to their travel companions, bonds with and takes ownership in our vision, your experience begins to define who you are because you truly become involved in understanding the people and the environment of where you are. Up South Resorts & Hotels creates definitive authentic and transformative experiences.

Guest Services

At Up South Resorts & Hotels, “we are not selling a room night, but an experience.” Thus, service – above all else – is what you will most enjoy and recall about our properties. Our management style reflects an innate attention to detail and the anticipation of need, which reverberates throughout one’s entire experience. Before you recognize your thirst, we will be quenching it. Before you place your craving, we will be satisfying it. In order to provide this consistent, quality and friendly service, training begins well prior to opening and continues as part of daily operations. Small examples of the little things that will make the Up South difference include: staff referring to guests by name, efforts made to celebrate special occasions, follow-ups after the visit, and recognition of legacy (return) guests and referral guests. These are just a few of the finer points of service that Up South provides.

Food and Beverage

Capitalizing upon the destination restaurant concept with a fusion of international and Caribbean and Latin culinary dishes passed down from generations, the restaurant is the center of each Up South property. With an emphasis on world-class service and consistency, chefs share titillating, gastronomical culinary feats that consider sustainability at every level – particular focus is given to local culture and food resources. Long-term goals include becoming almost completely independent of food imports by creating co-op farming and harvesting relationships with local suppliers.



CARIBBEAN GASTRONOME

STARTER

LIONFISH SASHIMI*

GRILLED PINEAPPLE SERVED WITH A SPICY COCONUT DIPPING SAUCE

FIRST

CRAB STUFFED BAHAMIAN STYLE MACARONI AND CHEESE
AVOCADO GAZPACHO SERVED WITH CRISPY CASSAVA TORTILLAS

SECOND

PEPPERED MANGO STUFFED ROASTED CHICKEN
JERKED RACK OF LAMB SERVED WITH A CAMPARI CITRUS REDUCTION

DESSERT

GUAVA DUFF

PINEAPPLE RUM CAKE

*lionfish are originally from the indo-pacific seas , but have been found in increasing numbers in the caribbean , threatening to displace indigenous fish and are disrupting local fisheries . By serving lionfish at our restaurant , we aim to show that with proper preparation , lionfish can Be enjoyed in a variety of traditional fish dishes there By reducing the impact of this invasive species.

The Sustainable Experience

Sustainability for Up South Resorts & Hotels can be summarized as a business policy that consistently emphasizes feasibility, maximizes efficiencies and minimizes consumption while maintaining and/or improving the environmental and social assets in which the property exists. Strong attention is paid to managing the impacts of the business on the social and environmental systems in a way that promotes their short- and long-term integrity for insuring our ability to confidently promote a reliable experience in the short-, mid- and long-term perspective.

Social Sustainability

1. Development that integrates existing social environment.
2. Style is authentic and representative of place and its people.
3. Key attractions are primarily the social surroundings, and secondarily the facility.
4. Development and planning correspond with government and community input for a long-term positive partnership and integration that minimizes environmental and cultural impact, yet maximizes direct and indirect economic gains.
5. Focus of stay is on cultural-based activity and education.
6. On-site, hosts are encouraged to share stories regarding family traditions and island folklore. As a result, employees sometimes re-discover or re-invigorate their own heritage by learning that some things they take for granted may be fascinating to outsiders. In addition, local staff can conjure up pride and gain skills in brandishing their locale and guests acquire more from their visit.
7. Off-site, guests are encouraged to explore/tour the island and its various historical landmarks.
8. Implement local populous for staff, transportation and guides.
9. Encourage community members to take responsibility for destination stewardship.
10. Implement training programs that facilitate promotions amongst local population.
11. Scholarship programs that support long-term initiatives to educate and hire local populous.
12. Scholarships for students interested in management, marine biology, culinary arts, etc. are offered with a commitment to return and work with Up South for a reasonable period of time.
13. Kitchen focuses on quality, healthy meals with a local cultural influence at a style and standard typical of the price point of the property.
14. Meals will not depend heavily on imported products.
15. Relationships with local farmers and fishermen.

Environmental Sustainability

1. Development to integrate with existing natural environment.
2. Key attractions will primarily be the surroundings, and secondarily the facility.
3. Facilities built and designed with the most environmentally sound products and methods using sustainable energy sources and effective waste systems.
4. Kitchen will focus on quality, healthy meals with a local cultural influence – meals will not dependent heavily on imported products.
5. Operations will focus daily on:
 - a. Achieving optimum efficiency at every level
 - b. Minimizing consumption wherever and whenever feasible
 - c. Reducing waste wherever and whenever possible
 - d. Utilizing materials and supplies that are effectively sustainable
6. Education and understanding will be a continuous part of the team training program, and will be integrated in an appealing manner into the guest experience.
7. Promotion of these policies will be consistent in order to affect change in the community, the country and within the travel industry as a whole.

Conservation

While it might be assumed that conservation is “covered” under sustainability - Up South as a core component of its culture, will endeavour to facilitate conservation through science and research within each of its operating environments. This might mean supporting marine research for conch or reefs in marine environments or iguana programs in Exuma. This may occur with the hosting of scientists or research teams or daily tasks such as having guides tag bonefish in The Bahamas or guests report and log sightings of specific species critical to a conservation effort. Not only does this component of operation improve or maintain the environment but also enhances and educates guests, staff and communities as to the critical importance of conservation in these amazing environments.



"Despite being back in the 'hustle and bustle,' Barry and I remain mellow and refreshed - just a few days at Tiamo really relaxed us, but strangely also reenergized!" – Helen Smith

The Up South Resorts & Hotels 'Brand'



"Heads in Beds"

Ultimately this is what it comes down to - putting "heads in beds." The hotel business has one of the more perishable products in the world - once a room night is gone - that's it. Effectively marketing and selling the boutique hotel experience within the largest industry in the world is challenging at best and as a stand alone 20 to 50 room property with literally thousands of competitors and some of the biggest players in the industry next door, it gets even more difficult.

Branding and standardized management systems are nothing new - the world's most successful companies have perfected this strategy into a phenomenon called "globalization." Interestingly - The Bahamas and the Caribbean do not have a boutique hotel brand backed by an effective operating company. There are solid examples in the Far East (Aman, Six Senses and Banyan Tree) and some excellent regional boutique models in the U.S. (Joi de Vivre, Ace and Morgan) but no boutique brands in the Caribbean and Latin America. And especially not with the underpinnings and competitive edge of sustainability.

Up South Resorts & Hotels is that new "boutique" brand and operating company for The Bahamas and the Caribbean. Our effective presentation and positioning of the same is the key factor for successfully putting "heads in beds". Here's how it happens:



Defining The Brand

The chart following reflects our evolving hyper perspective of the Up South Resorts & Hotels brand. As you can see, the brand essence will be expressed through its product, guest service protocols and procedures, business structure, pricing structures, behaviors, offered activities, routines and rituals, ongoing guest and past-guest communication and web site content.

EXECUTION

Brand Positioning Statement

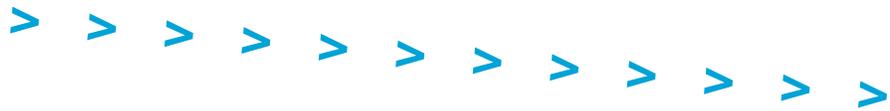
Created for affluent couples and families in New York City, Miami/ Fort Lauderdale, the United Kingdom and other major markets who seek relaxing beach vacations that offer interesting activities. Up South Resorts & Hotels are bed-and-breakfast style island resorts specializing in transformative, natural and cultural experiences.

Brand/Customer Relationship

1. Created for the “House Guest”
2. Host: Warm, Involved, Happy and Alternative-Minded
3. Customer: Weekend Guest in the Host’s Home

Brand Service Mantra

1. Bond with every guest.
2. Be authentic.
3. Live in the moment.



Brand as Person

- Alternative
- Laid Back
- Natural
- Genuine
- Nurturing
- Curious & Adventurousome
- Spiritually Enlightened
- Compelling

Brand as Organization

- Core Values: Authenticity, Sustainability, Profitability
- Diverse
- Local Delivery - Global Perspective

Brand Purpose & Benefits

“All the beach vacation must-haves without the crowds.”

Brand Behavior

Many travel to bond and reconnect with themselves, with loved ones and with their planet. The chief benefit of a real vacation is a renewed sense of well-being, self-direction and connectedness.

A primary objective of the Up South brand will be to preserve and instill the “guest-bonding” process in every aspect of the organization. We will accomplish this through the creation of:

1. Fully integrated connections with nature and culture.
2. Intense, one-of-a-kind shared “soft adventure” experiences.
3. A repeated corporate mantra: “Bond with every guest.”
4. Guest rituals at every property - “Good night!”
5. Brand behaviors, taught in a sensitive and inspiring way.
6. Mentors, stories and a brand narrative.

Brand Beliefs

1. All living things are connected.
When we fail to connect with other human beings, wildlife and nature and all that lies beyond ourselves, we suffer.
2. The individual, the community and the planet are healed when people come together to fully connect and enjoy one another.

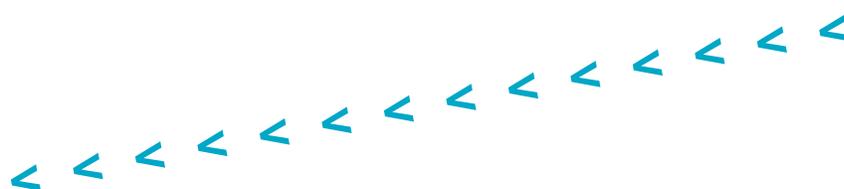
DEFINITION

Brand Self-Expressive Benefit

“When I visit an Up South property, I gain a new set of friends, family and memories I could not find anywhere else.”

Brand Emotional Benefit

- Up South Resorts make me
- Feel whole again.
- Rich on the inside.
- Inspires to renew my sense of wonder.



Brand Essence

The natural state of being an accepted and important member of a small community immersed in nature and living off the land.

Brand Heritage

- Bahamian, Caribbean and Central American Culture
- Tiamo Story

Brand Attributes

- “Barefoot Sophistication”
- Unplugged and Simple
- Authentic
- Transformative
- Unusual Adventure
- Conversation and Connection
- Pure, Undiluted, Sustainable

Brand Prophets & Archetypes

1. Voltaire
2. Tom Sawyer
3. The Swiss Family Robinson
4. Georgia O’Keefe
5. Hemingway
6. Jacque Cousteau
7. Amelia Earhart
8. Jimmy Cliff

The Tourism industry – Statistics and Trends

Over the past six decades, the tourism industry worldwide has experienced continued expansion and diversification to become one of the largest and fastest growing economic sectors of the world. The following statistics support this statement in greater detail.

Around the World

According to the World Tourism Organization (WTO), the overall export income generated by inbound tourism exceeded US \$1 trillion in 2009, or close to US \$ 3 billion daily.⁵ Even though the Travel and Tourism activity was so depressed in 2009, it still employed over 235 million people across the world, generating 9.4% of global GDP.⁶

According to the UNWTO World Tourism Barometer, while the impact of the worldwide financial crisis and economic recession caused a 4.2% decline in international tourist arrivals in 2009, international tourist arrivals increased by 7% between January and June 2010.⁷ For the full year 2010, UNWTO projects a growth in international tourist arrivals of 3% to 4%.⁸ By 2020, international arrivals are expected to reach 1.6 billion.⁹ Of these worldwide arrivals, 1.2 billion will be intra-regional and 0.4 billion will be long-haul travelers. Export earnings from these international travelers are expected to generate 6.1% of total exports or US \$1.1 trillion in 2010, growing to US \$2.2 trillion in 2020.¹¹

Travel and tourism has proven to be a resilient industry over the last three decades, weathering the challenges of international political conflicts, natural disasters, worldwide recession, increased rates of inflation and soaring oil prices. yet it remains among the fastest growth rates of any industry in the world. Travel and tourism has developed into the world's largest industry, and projections suggest its importance will increase as we continue into the 21st century.

The Wider Caribbean Region

The evolution of the tourism industry in the Caribbean, which has shown a nearly 3 percent annual growth rate over the last 10 years, demonstrates the positive impact tourism can have on a region or country with otherwise limited opportunities for economic development.¹ Tourism has become the Caribbean's leading industry, despite a history of damaging hurricanes, civil unrest, bankrupt tour operators, and international airline losses. In each of the 30 countries in the region, tourism represents the most important economic activity, and accounts for 50-70% of some countries' economies (including the Bahamas, in which it accounts for 47%). Travel & Tourism is also the leading source of exports in many Caribbean countries; visitor exports contribute 61% of total exports in The Bahamas and 66% in Grenada.²

The Bahamas

Declared by astronauts as containing the most stunning patterns and colors of water on planet Earth, the Bahamian archipelago of some 700 islands lies just sixty miles beyond Florida's southern shores. Amassing an aquatic area larger than the Caribbean Lesser Antilles, this tranquil island nation of just 350,000 people is home to some of the most beautiful natural and cultural treasures in the world.³ The Islands of the Bahamas provides the perfect condition for water sports, kiteboarding, kayaking, deep-sea fishing, bonefishing, island boat tours, and wild dolphin excursions.⁴ The Bahamas is consistently ranked amongst the most popular world vacation destinations for the Caribbean; enjoying crystal blue waters, miles and miles of white sandy beaches, an exciting history and rich culture.

In 2011, over 1.5 million people are expected to visit the Bahamas and stay at least one night.⁵ The Bahamas is one of the wealthiest Caribbean countries with an economy heavily dependent on tourism. The World Travel and Tourism Council estimate that the travel and tourist sectors will contribute 47.4% to GDP and 55.1% of total employment in 2011.⁶ Due to the proximity of the Bahamas to the eastern United States and Canada, the majority of all visitors originate in North America. The Bahamas also welcomes significant numbers of tourists from Western Europe, South America, Japan and South Africa. According to the WTTC, tourism's share of total national investment is 16.5% in 2011 and projected to rise by 3.2%.⁷

The Sustainable and Ecotourism Markets

While we will achieve significant earned media and international attention for the various aspects of sustainability utilized within the development and operations of the Up South Resorts & Hotels collection, we are acutely aware that these features alone are not compelling travel motivators, but rather enhance and act as competitive amenities for our guests. Through our collective experiences, we at Up South know that first and foremost we must promote and provide a fantastic vacation experience with the sustainable features of an Up South property acting as the "icing on the cake". They provide a competitive edge in the marketing area and solidify the experience during the stay.

It should be considered, however, that a segment of the tourism market either seeks out more sustainable travel or trends towards experiences more likely provided within a sustainable tourism operation. Consequently, it is worthwhile to analyze and understand this segment of the market.

According to the United Nations Environment Programme, sustainable tourism refers to the environmental, economic and socio-cultural aspects of tourism development.²³ Ecotourism is a raw form of specialty travel defined by The International Ecotourism Society as "responsible travel to natural areas which conserve the environment and sustain the well-being of local people."²⁴ Since surveys rarely ask either travelers or businesses specifically about sustainable tourism and/or ecotourism, precise statistics are difficult to determine. Thus, these figures represent The International Ecotourism Society's best effort to compile an accurate assessment of the strength of ecotourism since 2000.

Some facts to consider:

- Since the early 1990's, ecotourism has been growing 20% to 34% per year.²⁵
- More than two-thirds of US and Australian travelers, and 90% of British tourists, consider active protection of the environment and the support of local communities to be part of a hotel's responsibility.²⁶
- In Europe, 10-20% of travelers look for "green" options and nearly 70% of those surveyed in the US, Britain and Australia revealed that they would pay up to \$150 more for a two-week stay in a hotel with a "responsible" environmental attitude.²⁷
- 53% of American travelers say their travel experience is enhanced when they learn as much as possible about local customs and culture.²⁸

Market Positioning

Up South Resorts & Hotels are positioned as:

- Tropical island travel destinations throughout The Bahamas and the Caribbean – pristine and exclusive.
- Upscale, beach-front accommodations which provide comfort, style and relaxation.
- Resorts where consistency, quality and anticipatory service is paramount – “Everything will be taken care of . . .”
- Titillating, gastronomical culinary experiences – “Dining will be an experience to be remembered and sought after . . .”
- Playgrounds for natural and cultural-based activities – such as snorkeling, ocean kayaking, sailing, fishing, bird watching, bike riding and island exploring.
- Environmentally sensitive hotels designed and operated to have the least environmental impact utilizing proven technology in sustainable energy sources and waste treatment systems.

Target Market & Guest Profile

Up South Resorts & Hotels appeal to a wide demographic profile because of their exotic island settings and diversity in activity offerings. Whether it is couples, honeymooners, families, fishermen, divers, beachcombers, music lovers, writers, photographers or explorers – each will fall in love with the brand’s unspoiled, natural destinations nestled in the histories and cultures of some of the most beautiful islands in the world.

Up South targets an active traveler interested in exploring and experiencing natural and cultural attractions while staying in comfortable and tasteful accommodations that help maintain and perpetuate the preservation of fragile tropical island environments. Our typical guests share several key similarities in their basic profile:

Our general target market is:

- Discerning Couples & Families from North America that are passport holders with some South American and European travelers as well.
- Typically well educated and with household incomes surpassing US \$100K per annually.
- Travelers seeking experiential and/or adventuresome vacations backed by sustainable or earth-friendly operations.
- Families
- Active Travelers
- Passport Holders
- Experimental Travelers
- College Educated
- Concern regarding Environmental Impact

It should be noted that while we expect that North America will consistently be the largest market area we will draw from, we fully expect and are building upon the emerging strength of the South American economies and their relative proximity to our destinations to be a significant source of traveler opportunity. Consequently we are building our marketing systems with these markets in mind beginning with a tri-lingual website presentation including English, Spanish and Portuguese.

Up South Resorts & Hotels

In summary, our target is an active traveler interested in exploring and experiencing natural and cultural attractions while staying in comfortable and tasteful accommodations that help maintain and perpetuate the preservation of the fragile tropical island environment.

Lifestyle and Interests

Up South Resorts & Hotels attract what we call the “Soft Adventure” lifestyle group – a very small number of travelers with more disposable income because they are not “stuff-and-status” focused consumers. “Soft Adventure” lifestyle characteristics include:

- Higher-Education
- Admiration of Simplicity
- Regard to vacations as Investments – “Vacations are the process of collecting memories and experiences . . .”
- Experience-Seekers rather than Heavy Consumers
- Eagerness to reconnect with self, loved ones and nature
- Tendency to be more Brand-Loyal
- Less credit card Debt
- Humble and Modest
- Knowledge regarding Organic Food
- A pleasure in bonding with People
- Sophistication –“National Geographic, Conde Naste Traveler, Travel and Leisure, AFAR, Saveur readers . . .”
- Travelers influenced by each other, not advertising

Competitive Analysis

Strategically, we will position Up South Resorts & Hotels within The Bahamas and the Caribbean market as a new, unique and competitive option to the existing accommodations available. Essentially, Up South will initially be able to “seize” market share – a far less-challenging aspect than having to create market share.

As our reputation for providing transformative experiences within such appealing destinations and in such a sustainable way expands, the mid- and long-term scenario will proportionately alter. Up South will begin to supplement occupancy by creating market share and increase margins by moving away from market and margin-based pricing structures to a niche-based pricing structure. In 2001, the average ADR at Tiamo (no AC, no television, no internet, composting toilets and solar power) was about \$160 per couple. With the same “amenities” we ended the 2008 season at Tiamo with an ADR of about \$770 per couple - a clear and successful example of moving from market pricing to niche pricing.

Simply put – Up South Resorts & Hotels as a niche competitor will rise as the market leader within each of its unique destinations.

Competitive Market

Our experiences validate a specific, verifiable and growing demand for boutique hotel vacations rooted in the nature and culture of the The Bahamas and the Caribbean. Typically, these experiences are provided by “Mom & Pops,” one-offs and/or small ownership groups without a brand - and if there is one, it is not stronger than the individual property. There are no boutique brands in The Bahamas and brands in the Caribbean with the strength and penetration to consistently compel travel because of brand are either cruise-based or large, all-inclusive type properties such as Sandals or SuperClubs – a very different market than those traveling to boutique hotel properties.

Consequently, we see an opportunity to capitalize upon economies of scale gained by collectively developing and managing a number of properties in The Out Islands of The Bahamas promoted by a strong Caribbean based brand specifically targeted to boutique hotel travelers seeking tropical vacations.

Caribbean Competitors

Following is a list of hotels and resorts we see as comparatives and / or potential competitors.

Caribbean Based Hotels (Independent or Brand Stand Alone’s)

- 1 Peter Island (BVI)
- 2 One and Only Ocean Club (Bahamas)
- 3 Pink Sands Hotel (Bahamas)
- 4 Kamalame Cay (Bahamas)
- 5 Jade Mountain (Saint Lucia)
- 6 Eden Rock (St. Barths)
- 7 The Landing (The Bahamas)

Existing Caribbean Based Boutique Hotel Groups or Operating Companies:

- 1 Island Outpost (includes Jakes, Strawberry Hill and Rock House among others)
- 2 Rosewood (includes among others Little Dix Bay and Caneel Bay)
- 3 Elite Island Resorts
- 4 Elegant Hotels – Barbados

Sales Strategy

Before a successful sale can effectively be executed, one must understand how someone “buys” their next vacation. Following is a typical sales process that many Up South Resorts guests will undergo.

BUYING CYCLE PROCESS MAP

SUB-CONSCIOUS

road trip or resort? mountains or beach? just the two of us? kids? grandparents? see a natural wonder? experience a new culture? learn a skill? drink + dine? ski? scuba dive? the caribbean or mexico? florida or the bahamas? eleuthera? abaco? cat island? what is there to do there? how pretty is the scenery? wrapping up work. packing for the trip. getting the kids out of school. dealing with airport security. scheduling hassles. finally, arriving at the destination. get wrapped up again in ultra-busy routine. forget about traveling. re-enter trip planning cycle. refer back to step one. what kind of vacation do I want?

Step One. For months leading up to the trip, travelers think about the KIND of vacation they want. They talk about what they want to DO on vacation.

Step Two. Next the traveler chooses a destination.

Step Three. Now the accommodation is typically chosen. The planner goes online and compares the amenities and appeal of a number of different resorts in their price range. In overwhelming numbers, the mainstream resorts, who spend the most on advertising and can meet the requirements of the traveler’s “luxury resort” checklist, come out on top. In this phase the traveler will simultaneously be researching and booking transportation.

Step Four. Next, the couple or family endures an extremely stressful period of trip preparation. When they finally arrive, they are exhausted.

Step Five. The next stage is enjoying the vacation.

CONSCIOUS

Promotional Strategy

The promotional and marketing strategy for Up South will be a multi-level campaign utilizing web-based marketing, earned media, database management, purchased advertising, tour operator and travel agents and marketing partnerships with relevant tourism and conservation organizations. A strategic, consistent and fluid combination of these activities will be essential to attain the sales goals outlined.

Web Marketing & Sales

The core and majority of the Up South Resorts & Hotels marketing and sales efforts will be online. While it may be obvious, nearly 80% of all travel-related transactions begin online. The web address www.UpSouthResorts.com, will stand at the epicenter of all marketing and sales activity and we project that a vast majority of the sales transactions will ultimately occur here.

Consequently, a significant investment is being made in the development of the website insuring its functionality will rank with the best in the industry. Key attributes for achieving this include:

- Usability and functionality from a guest perspective
- Usability and functionality from an agent perspective
- Usability and functionality from a media perspective
- Transference and integration with the myriad of mobile platforms available and emerging
- Integration with key online travel agencies and portals insuring GDS exposure and booking
- Search engine optimization (SEO)
- Social media integration (SMI)
- Guest integration functionality for planning, sharing and referral capabilities
- Complete transaction functionality that fully integrates with the hotel operating and management systems.

All marketing roads and earned media exposure will lead back to the Up South Resorts & Hotels websites. In addition to the organic traffic generated through SEO, SMI and other media sources, a fluid and measured pay-per-click and web advertising program will be executed.



Earned Media

If a picture is worth a thousand words, then a great media article is worth a thousand guests. While paid advertising (discussed below) is a critical component of any marketing program, earned media is by far the most powerful aspect of the effort for boutique hotels. The beauty of the place, the differentiating product and strong media relationships (both existing and to be acquired) will offer ample opportunity to “tell the world our story” about Up South Resorts and its hospitality collection.

Relationships with the media play a vital role in this effort, and Up South Resorts has maintained a plethora of relationships and contacts from Tiamo. We have already begun the process of advising one very interesting effort – that should lend some insight as to the creativity with which we approach earned media – is the video documenting of the development and construction of The Current Point (one of our new build opportunities). One of the relationships forged through the Tiamo project was with HGTV and what was formerly known as the Fine Living Network. The executives from the group, who were guests at Tiamo, were amazed at the stories told about the development and construction process, and suggested this would be ideal material for a documentary or reality series. Ultimately, this did not occur at Tiamo, but an episode of a show called “your Private Island” was filmed at Tiamo and produced significant sales results for the hotel. We are currently approaching a variety of existing and potential contacts about filming the development and construction of The Current Point and others. It remains to be seen how this might play out, but there is a solid possibility of a reality/documentary series evolving from this earned media (PR) effort. The exposure from this would prove tremendous and is just one of the ways we will achieve “earned media attention” for Up South Resorts.

Off Line Purchased Advertising

In traditional terms, this segment is focused on print and other related advertising buys. This will be a small, but highly focused and channeled portion of the marketing effort. It is most effective for brand-building and awareness-building and will be used accordingly. As the Up South brand program evolves – so, too, will this aspect of the marketing effort. It is a rare opportunity where a viable print or off-line purchased advertising can effectively and singularly drive business to a single boutique property in a measurable manner. When those opportunities arise – and they will most likely occur as co-op opportunities – a carefully measured approach will be used to insure a reasonable return on investment.

Internal and Database Marketing Program

Up South Resorts & Hotels brings to this effort an already-established database of past Tiamo & Emerald Palms guests that will be encouraged to enjoy their next vacation at an Up South property. This is a very loyal database and we know a great deal about them. As new guests of Up South are integrated into the database, a very proactive approach will be applied to nurture and maintain these relationships for future visits and for referrals. Moreover, as the Up South Resorts & Hotels collection grows, significant cross-promotion and cross-visitation efforts will be undertaken in order to fully capitalize upon the power of a satisfied and willing guest base.

Marketing Partnerships

Up South Resorts & Hotels, again because of efforts and activities at Tiamo, brings to the effort a significant network of relationships with a variety of industry and industry-related partners. We will continue to nurture these relationships and will seek out others for potential marketing and earned media opportunities that provide mutual benefit for Up South and our partners. A short list of examples of partners includes:

- The Bahamas, Ministry of Tourism
- The Bahamas, Hotel Associations
- The Caribbean Hotel Association
- The Orvis Company
- National Geographic
- The Nature Conservancy
- Conservation International
- Bird Life International
- The International Ecotourism Society
- American Museum of Natural History
- Bahamas International Film Festival

Tour Operators and Travel Agents

While this will never be a majority of our sales sources, tour operators and travel agents will serve as an important part of the marketing and sales mix. Once again, relationships here exist from previous experience and thus will be supplemented as the project moves ahead. The goal here will be to cultivate a quality team of agents and operators with a more specialized experience that focuses on service. Costs here will be in creating and maintaining the relationships through familiarization trips and incentives in addition to the typical commission structures the sales channels require. Tour operators remain a key part in achieving success in the European market and they will be facilitated accordingly.

Sales and Marketing Strategy Summary

Probably the most effective way to summarize the basis of the Up South Resorts sales and marketing strategy is to discuss relationships. Whether it is relationships with guests, potential guests, the media, travel agents and/or tour operators – integrating their support, feedback and connections in a long-term sustainable fashion with measured and planned marketing spends is the key to an effective sales and marketing strategy. This process has already begun and will continue as long as the business continues.



Risks and Challenges

The Bahamas is climatically and geologically situated in one of the more docile and temperate locations on earth. However, there are several considerations that must be addressed when discussing the renovation design process and ongoing operations:

1. Salt Air
 - a. Wear and tear on buildings and equipment occur at an accelerated rate due to the consistent ocean breezes permeated with humidity and salt. To combat this salt air, maintenance programs have been formulated and costs have been adjusted to insure that we are in a proactive position to offset and outpace these potential impacts.
2. Termites
 - a. The tropical climate of The Bahamas lends itself to the rather persistent and impressive infestation of termites. While seemingly minimal in the overall scheme of things, these tiny insects can have colossal impacts if neglected in the planning and construction. To combat termites, all lumber (including roof sheeting, wall sheeting, etc.) used in any new construction and subsequent maintenance will utilize high grade pressure-treated or termite-resistant materials. Through consistent application and ongoing monitoring, we will effectively eliminate this collectively powerful potential threat.
3. Hurricanes
 - a. These impressive meteorological phenomena constitute one of the bigger risks for any project in The Bahamas, the Caribbean and much of the coastal Southeastern United States. Subsequently, the planning, development and operations of our properties must factor the impact and risk associated with the possibility of a hurricane. Design and an effective insurance policy are the two major mitigation points we will use.
4. Design
 - a. Most damage to physical structures in a hurricane occurs from water intrusion or surge. All materials used in the structures will be water resistant, preventing significant impacts due to potential flooding. In order to counteract wind force damage, all buildings will be engineered to Florida Hurricane Code Standards.
5. Insurance
 - a. As most of the world knows, catastrophic events do occur and an effective plan (covering both damage and loss of business) for preparation including design and insurance will offset the potential risk of the overall project. As with hurricanes, the backing of an effective insurance policy will be crucial in mitigating any potential calamity against the overall project.
6. Fire
 - a. Here again is a risk that can be minimized to an adequate level with the implementation of a solid insurance policy and effective planning.
7. Planning
 - a. Material choices and a regularly maintained fire fighting system are two planning factors critical in achieving acceptable risk loads. The use of materials like Hardi-Board in key areas such as the kitchen will dramatically reduce the risk of fire. Moreover, on an island where municipal services are limited, our internal, self-sustaining fire prevention and fire fighting system will prove critical.

The Up South Resorts & Hotels Team

Mike Hartman: President

Above all, it is the idea of a challenge that drives Mike. In short, Mike is a self-driven entrepreneurial executive with the proven business acumen, technical understanding, social finesse and leadership skills necessary for success in the myriad of tasks and challenges presented for pursuing opportunities in the sustainable development and operation of tourism and hospitality businesses in the Caribbean.

Mike's Experience

2009 - Present *FlyingTeeth Boutique Sustainable Hospitality - President and Owner*

Flying Teeth is working to create a network of small, sustainable, boutique hotels in the Caribbean and Latin America specializing in properties with fifty rooms and under that provide an atmosphere and experience bent towards authentic and sustainable. Additionally, Flying Teeth provides consulting services for sustainability in the hospitality industry.

2009 - 2010 *NatureAir, San Jose, Costa Rica, Director of Strategic Growth*

As Director of Strategic Growth, Mike was spearheading the vertical growth aspects of the travel company NatureAir - a travel company with wings. The foundation of the company - the airline NatureAir - has allowed for vertical expansion into the Costa Rican and Latin American travel market in publishing, marketing and vacation sales. The core focus of the effort was to further expand upon this vertical integration with increased sales, stronger profit margins and new hospitality, hotel and travel ventures throughout Latin America that build upon the strengths of this diverse travel company.

1996 - 2008 *Tiamo, The Bahamas - President, Owner & Chief Pot Washer*

Developing this from the ground up, the process of creating and operating this internationally recognized ecoresort called Tiamo (www.tiamoresorts.com) was one of the most intensive and thorough learning experiences a person could have. The incredible variety of tasks and skills learned and executed would require a novel to truly detail. Whether it was developing the business plan, gathering investors, building the buildings, installing the photovoltaic system, training staff, garnering world-wide attention through marketing and earned media, handling the sales and finances, repairing outboards, mixing drinks, analyzing finances or telling the story to a room of hundreds somewhere in the world - Mike had to do it all (and more) to make it happen. There are few persons in the world who have had the opportunity to learn what it takes to create a solar-powered remote-boat-access-only twenty-two guest resort and garner worldwide attention for it from nothing.

1996 - 2009 *Progressive Earth Development, Ltd, The Bahamas - President & Owner*

Started for the development and management of Tiamo (see above), Progressive Earth Development evolved into a multi-faceted entity providing hospitality marketing and management services as well as consulting and development services in the sustainable tourism and alternative energy industries in The Bahamas and the Caribbean.

2006 - 2008 *Emerald Palms Resort, The Bahamas - Managing Partner*

Through the auspices of Progressive Earth Development, upgraded and reopened this 40 room property with the intent to liquidate on behalf of the owner estate. After upgrades, Mike implemented a solid staff training program, an intense marketing effort and created a renewed outlook resulting in a successful sale as a going concern. Managing this concurrently with Tiamo brought the total contingent up to almost 70 persons - it was an exciting time to say the least.

1995 - 1999 *Antonia's Restaurant, Key West, Florida - Waiter Extraordinaire*

A wonderful and socially broadening stint into the world of great food, great wine and fantastic service. Over four years of waiting tables at night while pursuing his development dream during the day (Tiamo) was one of the most effective learning tools Mike could have asked for in relation to understanding truly

successful hospitality and service. In addition - his appreciation and love for fine food and wine began here under the mentoring of some fantastic Northern Italians and solidified what is now sure to be a life long career somehow attached to hospitality.

1991 - 1995 The Herald-Times, Bloomington, Indiana - Manager, Commercial Publishing & Marketing

Starting here in advertising sales for tourism and sports publications - Mike helped create and then managed a magazine-style commercial publishing division producing a myriad of titles with print runs in the millions. Sales, marketing, publishing and management of advertising based publications was a great foundation for a true passion for the marketing and sales process.

1972 - 1987 Farm Hand/Construction Hand - Indiana

While Mike did not appreciate it at the time, growing up on a "small family farm" with a father who was also in construction in the Midwest of the United States, was one of the best educations about life values and work ethic he could have had. It was here Mike learned that "no" is not an option - if it needs to be done - you find a way and you find the right way.

Education

Indiana University, Bloomington, Indiana, U.S. — 1987-1992 A fantastic five years in pursuit of a Bachelor of Arts with concentrations in Political Science and Journalism. It is Mike's opinion however - that life is the best teacher for those who want to learn.

Accolades and Leadership

Hotelier of the Year in The Bahamas for 2007

President for The Bahamas Out Islands Promotion Board 2007 & 2008

Chairman of the Sustainable Development Committee for the Bahamas Hotel Association 2005-2007.

Through the course of developing and operating Tiamo and in addition to the myriad of international media attention and documentation - Mike accepted the following awards and recognitions for Tiamo:

2002 National Geographic Traveler and Conservation International World Legacy Award

2002 The Caribbean Hotel Association American Express Green Hotel Of The Year 2002

2002 British Airways Tourism For Tomorrow Highly Commended Winner

2004 Islands Magazine/Caribbean Tourism Organization (CTO) Annual Sustainable Tourism Award

2004 International Hotel and Restaurant Association Environmental Award Runner Up Winner

2005 World Travel & Tourism Council Tourism For Tomorrow Runner-Up Winners

2007 World Saver Award Conde Nast Traveler

2008 Travel & Leisure Top Ten Green Hotels



Up South Resorts & Hotels International Partners

While Up South Resorts & Hotels is Bahamian centric enterprise - it also encompasses a trusted and reliable team of international experts that we have amassed while building, operating and consulting for boutique resorts in the Caribbean and Central America. Our partners are a group of individuals who are not only progressive and alternative, but who also understand the nuances of the hospitality industry and the challenging need to achieve profitability within it - but in the UpSouth way.

Mark Gerardot: Brand and Image Development / Marketing Development

Mark Gerardot is the founder, visionary, owner and president of Gerardot + Company, a brand development and creative marketing agency. Mark's specialties include brand development, brand identity, graphic design, website design, consumer package design, flexo package design, environmental design and search marketing. www.gerardotandco.com

Andrea Werbel: Media and Public Relations

Parasol is a New York City-based media relations and marketing boutique specializing in the luxurious lifestyle and hospitality industry. Andrea's specialties include developing strategic media relations, executing marketing campaigns in the luxurious lifestyle and hospitality industry, co-branding and marketing partnerships, media-driven events and consumer-targeted promotions. www.parasolmarketing.com

Cloe Waterfield : Sustainability Systems and Integration Strategies

Twentyfifty provides comprehensive sustainability strategies to help navigate the new green economy. Cloe's specialties include greenhouse gas emissions inventory, carbon management and reduction planning, sustainability consulting, environmental education and tropical marine and upland habitat assessment. www.twenty-fifty.com

Jeff Oldham : Renewable Energy and Sustainable Infrastructure Development & Management

Regenerative Solutions was launched to build upon our vast experience in electrifying ecotourism resorts and consulting with the commercial sector as well as large off-grid energy systems through out the world. Jeff's specialties include renewable energy (solar, wind and hydroelectric), ecotourism / ecolodges, renewable architecture, community planning and sustainability, site assessment, installation, training and maintenance. www.regenerativesolutions.net

Bob Friel : Freelance Writer and Photographer, Former Editor of Caribbean Travel & Life Magazine

For over 20 years, Bob Friel has captured stories through his image-making and writing for editorial and advertising clients featured in magazines and books, and on television and the web. Bob reveals a unique view of the world; one that is insightful, adventurous and always entertaining. www.bfriel.com

Exit Strategy

In a well-planned and coordinated effort, we will expand the collection to include some five to ten boutique hotels marketed and operated as part of the UpSouth brand. Each step of the expansion will be executed to achieve an exit strategy focusing on the potential divestment of the collection in a singular transaction. In order to create an investment return, we will endeavour to combine the free cash flow dividend returns generated in property operations with the eventual proceeds from the sale of Up South Resorts & Hotels.



Summary

Up South Resorts & Hotels is The Caribbean's first sustainable boutique hotel brand to connect people both culturally and naturally to the beauty and charm of these tropical destinations.



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A FlyingTeeth Company

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