



**OXFORD LODGING**  
ADVISORY & INVESTMENT GROUP, LLC

**FOR IMMEDIATE RELEASE**

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**OXFORD LODGING ESTABLISHES  
INTERNAL PROPERTY MANAGEMENT COMPANY  
TO FACILITATE RAPID VALUE-ADD PROGRAM**

***Kokua Hospitality, LLC, Will Leverage Oxford Lodging's  
Extensive Domestic and International Property Management Expertise***

***357-room Inn of Chicago, Acquired Today, Will be First Kokua-managed Property***

SAN FRANCISCO (Feb. 15, 2006) – Oxford Lodging Advisory & Investment Group, LLC, of San Francisco today announced the formation of its own internal property management company designed to provide the additional property management resources and flexibility it needs to continue its record asset value appreciation program. Kokua Hospitality, LLC, will be based at Oxford Lodging's San Francisco headquarters and will leverage the company's years of experience managing properties in the U.S. and Japan.

The announcement was made today by Maki Nakamura Bara, partner and co-founder of Oxford Lodging Advisory & Investment Group, LLC, on the occasion of the firm's acquisition of the 357-room Inn of Chicago with Longwing Real Estate Ventures, LLC, a member of the Dubai Investment Group. The historic 1928 property near Chicago's Magnificent Mile will be the first Oxford Lodging property to be managed by Kokua Hospitality, which is named for a Hawaiian expression meaning "to serve, assist, cooperate and pursue knowledge."

Bara explains, "We feel the word 'Kokua' communicates our commitment to caring for our guests, investors and employees, as well as our constant vigilance to finding and implementing value-up ideas."

(more)

## OXFORD LODGING ESTABLISHED INTERNAL PROPERTY MANAGEMENT ARM 2-2-2

Including today's purchase of the Inn of Chicago, Oxford Lodging has completed or facilitated nearly \$700 million in acquisitions in the past year alone.

"As Oxford Lodging continues its rapid pace of property acquisitions, we'll need new, more flexible property management tools and systems that promote total asset management and value maximization," explained Bara. "As our onsite owner-representative, Kokua Hospitality will concentrate solely on maximizing asset value by allowing those Oxford Lodging professionals most familiar with a certain property to tailor-manage that property."

According to Bara, Kokua Hospitality will function primarily as a property management resource for Oxford Lodging properties rather than as a separate entity tasked with building its own brand equity and market share. Properties will be evaluated individually to determine the best candidates for internal management.

"The Inn of Chicago fits the criteria for Kokua Hospitality management perfectly," she said. "In addition to its optimal size and location in a major urban market, it is within blocks of Oxford Lodging's Chicago office – giving us the hands-on opportunity to effect change."

Kokua Hospitality will manage the Inn of Chicago immediately and throughout a multi-million-dollar renovation of the hotel's lobby, guest rooms and meeting spaces scheduled for completion in early 2007. Plans call for the hotel's Best Western affiliation to be retained.

Oxford Lodging currently serves as co-property manager of the 755-room Doubletree Metropolitan, 1,300-room Milford Plaza, 705-room Radisson Lexington and the 365-room Mayflower Hotel, all in New York City, and several Japanese properties.

### **About Oxford Lodging Advisory & Investment Group, LLC**

Oxford Lodging Advisory & Investment Group, LLC is an advisory and investment firm focused on the investment, asset management, property management and renovation of high-quality lodging assets. Oxford Lodging's principals have been responsible for over \$6 billion of lodging investments and have asset managed over 100 upscale and luxury hotels, resorts and conference centers. The firm is currently responsible for a \$2-billion, 8,200-room portfolio of luxury and upscale hotels, conference centers and resorts located throughout the United States and Japan. Oxford Lodging's principals and employees are direct investors in 75% of this portfolio. Oxford Lodging is headquartered in San Francisco, with offices in New York, Los Angeles, Chicago and Tokyo. For more information on Oxford Lodging, please visit [www.oxfordlodging.com](http://www.oxfordlodging.com).