OpRE

Operational Real Estate Summit

Reimagine Real Estate Investment

23rd June 2026

Pullman London St Pancras

Sponsorship Prospectus

A day of Thought Leadership

Organiser hotelanalyst

Partner UCL THE BARTLETT REAL ESTATE INSTITUTE

Op-RE.com

A DAY OF THOUGHT LEADERSHIP

23rd June 2026
Pullman London
St Pancras







The Operational Real Estate Summit is a one-day event hosted in London put together with the help of Bartlett Real Estate Institute, part of University College London's Faculty of the Built Environment.

The event offers a unique blend of leading-edge commercial insight with academic excellence.

- Plenary sessions to start the day followed by the running of two concurrent Thought Leadership Live Sessions
- Five networking opportunities – breakfast, morning break, lunch, afternoon break and cocktails
- Aim for 2026 to invite around 60+ speakers
- Speakers invited from across the sectors to build a broader representation of all operational real estate asset classes
- Discussions focused on industry verticals including hotels, student housing, retirement living & healthcare, co-living, co-working, build to rent self storgae and flex office and more plus cross-vertical topics such as ESG, ground rents and technology
- Investor and operator orientated content
- Theatre venue (Shaw Theatre) to ensure excellent session experience for attendees and hotel facilities (Pullman London St Pancras) for enhanced networking
- Mission to deliver education, information and networking
- Journalistic programming featuring in-depth interviews and panels alongside short story-telling where key messages delivered in around five minutes a presentation



Investors in real estate are now more aware of the importance of understanding operational risk.





The OpRE Shift: Recalibrating Real Estate Strategy for a Changed Market.

A fresh vision for an event that serves the needs of real estate investors in a changed world

OpRE is an evolution of the Hotel Alternatives Event (HAE) founded by Hotel Analyst in 2015.

What is OpRE?

OpRE is real estate investment event.

A one-day summit where networks grow, and deals get done.

Focused on educating and re-imagining your business going forward OpRE is a platform where over 400 investors, owners, financiers, operators, advisors, brokers and innovators will come together to form the operational real estate deals of the future.

OpRE is a summit of ideas, a summit of deal-making, a summit of contact building, a summit of knowledge sharing and a summit that will drive your business success.

Taking the leap towards operational real estate

Real estate investment is undergoing a frog in the pan moment and those investors who are not embracing operational real estate are the ones at risk of being boiled alive.

Like all subtle but profound changes, the end of isolating the property investment from the occupier has only slowly been gaining traction. But like Ernest Hemingway's character Mike Campbell in the novel The Sun Also Rises, who said he went bankrupt "gradually and then suddenly", the ascendance of the operational real estate world view has become abruptly apparent.

Within the big three commercial real estate asset classes, it was retail that first saw dislocation with its previously prevailing worldview. The advent of the internet meant 25-year triple net leases provided no protection to landlords of retailers that failed to adapt.

The lockdowns during the Covid pandemic saw offices suddenly succumbing to the work from home trend that new technologies had enabled. When combined with tightening environmental standards, office owners have been left suffering under a secular stagnation.







The OpRE Landscape

The key point is that investors in real estate are now more and more aware of the importance of understanding operational risk. At an intellectual level, it is possible to argue that all real estate is operational but in terms of market dynamics, the main push has been in sectors like hospitality, student housing, elder living and healthcare, and build to rent.

Increasingly part of office investment is the rise of flex office. And even those occupiers who are still signing traditional leases require shorter agreements and higher levels of service from their landlord.

Not all real estate investment is now operational but rather that an appreciation of operational risk is an inherent feature in the approaches being adopted by investors.

More and more institutional investors are grasping the need to understand operational risk and are growing more willing to accept exposure to it. Having taken the time and invested the resources to understand operational risk, these investors are also keen to maximise the potential return upside.

The change underway is much more than a tweak to the relative shares of asset classes. It is an upending of how real estate investment has been conducted since the start of the post-war period.

It is possible to see this as a return to an earlier period, where occupier and property owner were usually the same. But it is a much more evolved version.

The Operational Real Estate Summit is your way to ensure understand how to hop out of the boiling water before it's too late. Our programme, put together with the help of the OpRE Summit Advisory Board, and the networking opportunities the event provides, can be the springboard you need.

PAST SPEAKERS INCLUDE:

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Duncan Owen
Global Head of Real Estate
Schroder Real Estate Investment Management



Martijn Vos
Director
APG Asset Management



Lisette van Doorn
CEO Europe
Urban Land Institute



Jeremy Richardson
Chief Executive Officer
Avery Healthcare



Ryan Prince
Founder & CEO
Uncle



Mark Clacy-Jones
Fund Strategist – Real Estate
Aberdeen Standard Investments



Cedric Lachance
Director of REIT Research
Green Street Advisors



Giles Smith
Managing Director
Principal Real Estate



Nick Sanderson
CEO
Audley Group



Irina Stamate-Rocha
Partner - Healthcare & Education
Patron Capital Advisers LLP



Brian Welsh
Founder
OPRE Solutions



Melanie Leech
Chief Executive
British Property Federation



Russell Petrie
Head of Student Housing - Europe
EQT Exeters



Craig Mason
Investment Director
PITHOS



Coley Brenan
Partner,
Head of Europe
KSL Capital Partners



Kevin Beirne
Head of Retirement Living
Octopus Real Estate



Dimitris Manikis
President & Managing Director EMEA
Wyndham Hotels & Resorts



Lorna Brown
Chief Executive
Birchwood Real Estate Capital



Keith Evans
Founder, CEO
Lifestyle Hospitality Capital (LHC) Group



Dr. Savvas Prodromos Savouri
Head of Macro, Chief Economist & Strategists
Quantmetriks Research

PAST SPEAKERS INCLUDE:

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Jules Barker
Associate Partner,
Real Estate
McKinsey & Company



Honor Barratt
Chief Executive
Birchgrove



Louise Bena
Chief Marketing Officer
Torsion Group



Tom Bloxham
Chairman
Urban Splash



Louise Burney
Operational Real Estate
Sector Lead
LGIM



Paddy Allen
Chief Executive Officer
Kinetic Capital



Julie Fawcett
Chief Executive Officer
Auriens Group



Olivia Harris
Chief Executive
Dolphin Living



Chris Penny
Senior Vice President
Starwood Capital Group



Lauren Okada
Managing Director,
Real Estate
Brookfield Asset
Management



Meenal Devani
Managing Director &
Chief Investment Officer
Aprirose



Jan Garde
Founder & Chairman
The Embassies



Christian Mole
Partner, Strategy &
Transactions, UK&I Head
of EY Hospitality
& Leisure, EY



Tina Yu
Principal
KSL Capital Partners



Michael Toft
Head of Care Homes
Octopus Real Estate



Peter Riley
Head of Capital
Solutions and UK
Commercial
M&G Real Estate



Limor Shklaz
European Housing &
Alternatives Director
Nuveen



Tim Doubleday
Chief Financial Officer, Burger
King UK and Chairman of the
Sustainability Committee of the
Hospitality Sector Council

See complete speakers list on:

Op-RE.com

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INTERSTATE HOTELS | RESORTS
JLL
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MEWS
Pandox
staycity GROUP
TaylorWessing
TFE hotels
WYNDHAM HOTELS & RESORTS

COMPANIES THAT HAVE ATTENDED



4C Hotel Group // Aberdeen Asset Management // ABRDN // A&O Hotels & Hostels// Abu Dhabi Investment Authority // Accor // AccorInvest // ActivumSG// Adagio Aparthotels - Accor // Adina Hotels // Advantage Travel Partnership // Advention Business Partners // Aethos Consulting Group // AGO Hotels // AHV Associates // Aimbridge // Aimbridge Hospitality EMEA // AKA Hotel Residences // Akora // Aldau Development // Allen & Overy // Allianz Real Estate // Al Marjan Island // Alpha Real Capital // Alpine Grove Partners // Alreas // Amara Suites // Angelo Gordon // Anisorian // APG Asset Management // Aprirose // Arc Consulting Partners // ASEAN Financial Institution // Avison Young // Aviva Investors // Avvio // Axa IM Alts - Real Assets // Azora Group // Azure Hotels // Badham Deelopments Group // BAI Bauträger Austria Immobilien // Ballymore // Barclays // Bartlett School of Planning, UCL // Bartlett Real Estate Institute // Basestack // Bay Invest // Bay Investments // Bayes Business School (formerly Cass) // BBS Capital // Beaufort Capital // Beds & Bars // Benihana - MINOR INTERNATIONAL // Berkeley Capital Group // BESIXstay NV // Beyond Apartments & Aparthotels // BGAM Hospitality // Bigova Bay // Birchwood Real Estate Capital // Bird& Bird// Blackrock // Blantyre Capital // Blue Coast Capital // Bluewater Capital // BNP Paribas Real Estate // Bob W // Boxpark // Branscombe Investments // Brickowner // Brightbay Real Estate Partners // British Property Federation // British Land // Brookfield Asset Management // Brydell Partners // Bulwark Homes // Burger King UK // Businesswise Solutions // Business Sky // Business Iceland - Invest in Iceland // BVA BDRC // C1 Capital // CA Ventures // Cain International // Cairn Group // Cambridge University // Campus Properties // CAP Worldwide Serviced Apartments // Carlson Rezidor // Castleforge // Catalyst Capital // CBRE Investment Management // Cedar Capital Partners // CE Invest Group // Cheval Collection // Christie & Co // CIMB Bank Berhad // Citi // Citadel Investment Group // CitizenM // CIMB Bank // Cindat Capital Mangement (UK) // Clifford Chance // Clydesdale Bank // Commercial Acceleration // Comaccell // Coutts Bank // Coutts & Co // Corporate Housing Factory // Countrywide Hotels // Craigewan // Credit Suisse // Cycas Hospitality // Cycas Hospitality // CMS // CODE Pod Hostels & Destiny Student // Colliers International // CP Holdings // Crimson Hotels // Cuckooz // Cushman & Wakefield // D2 Private // Daniel Thwaites// Deka Immobilien Investment // Denizen // Deloitte // Deutsche Finance // Deutsche Finance International // Deutsche Pfandbriefbank // Dexter Moren Associates // DLA // DLA Piper // Domatia // Dominus // Dorchester Group // DTH Consulting // DTZ Investors // Duino Hospitality Consulting // edyn // Eastdil // Eastdil Secured // Easyhotel // ECE Real Estate Partners // Eden Arc // ELAN // Elemen // Elevate Capital Partners // Ellandi // Embers Camping // Energy & Environment Alliance // Ennismore // Enterprise Greece // Ernst & Young // EPIC Private Equity // EPR Architect // EQ Group // EQ Hotels // EQT Exeter // Er Investment & Development // ESP Business Development // Essential Living // Expedia Group // Estates Gazette // Eurazeo // European Public Real Estate Association // Extendam // Extreme Group & Extreme Hotels // Fairview Hotels // Fattal Hotels // Focus Hotels // Fortress Investment Group // Foster Marlon Group // Fusion Interiors Group // Frasers Hospitality // Frogmore Property // Generator Hostels // Generator & Freehand Hotels (Queensgate Investments) // Gensler // Gerald Eve // Gerard Nolan and Partners // GGR Group // GIC Real Estate // Gigtogo// Gleiss Lutz // Goldman Sachs // Goodnight Partners // Goodwin Law // Goodwin Proctor // Google UK // GoNative // Gowling // Graham Associates // Greenstreet // Greene King // Gerystar Holdings // Greystone Action Sports // Gruppo Dedalo // GSA // Guestline // Gullwing Hospitality // Gylemuir Capital // Halcyon Care Homes // Halcyon Deveopment Partners // Hamberley Development // Hamilton Hotel Partners // Hamilton Pyramid Europe // Hamlet Hotels // Harrison Street // Harrells Feng Investment // Haysmacintyre // Haulfryn Group // Herald Hotels // Here East // Hermance Capital Partners // HCR Group // HIEX Capital // Hilton // HOFTEL // HoCoSo// Hollander Advisors // Homard Hotel Development Benelux // HomeAway // Homestay // Honotel MDO // Hooton // HOSPA // Horwath // Hospitality Impact // Hospitality Property Solutions // Hostelworld // Host Students // Hotel Analyst // Hotel Facility Concepts// Hôtel Investissement Capital // Hotel Investment & Asset Management // Hotel Properties // Hotel Xanadu // Host Maker // House of Jim // House of Gods // Howard Kennedy // HSBC // Hudson/Lonestar // Human Nature Places // huxgroup // HVS // Hyatt // ICG // IDISO // IFA Hotes & Resorts // Ikos Resorts // IHDpay Group // IHG Hotels & Resorts // Imbiba // Imaginale Hotel Investments // Infinity // Inspired Villages Group // Interstate // Interglobe Hotels // International Hospitality Media // Interstate Hotels // Iremis //

COMPANIES THAT HAVE ATTENDED

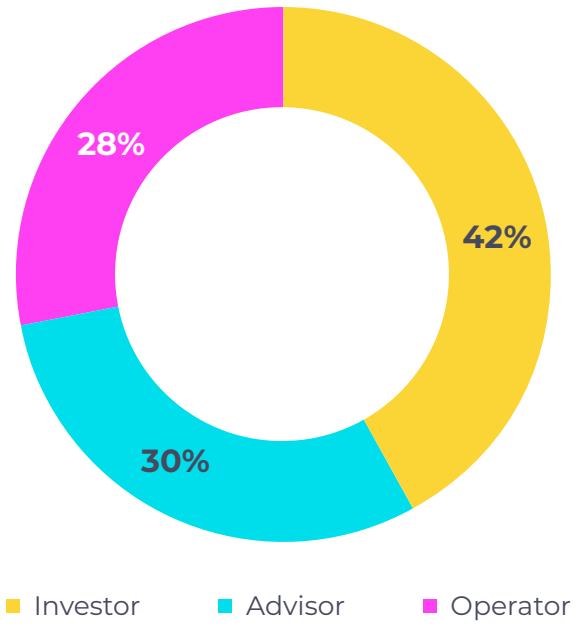


Invesco Real Estate // Imbiba // Imobel Capital Partners // Invesco Real Estate // Invest Iceland // Investaureum // Investra Capital // Iremis // Jaber International // Jansens // Jansons // Jastar Capital // Jayhems // JEDNA // JEquity Pertnes // Jenics // Jigsaw Assets // JLL // John Lewis Partnership // Joiner Cummings // Jupiter Hotels // Jurys Inn // Kew Green Hotels // Kildare Partners // KKR // Kinsfolk & Co // Knight Frank // KPMG // KRC Capital // KSL Capital Partners // Kympers // Lamington Group // LaSalle Invetment Management // Lavanda // LEAF Hospitality // Leeu Collection // Legal & General Investment Management // Lancer Caapital // Latham & Watkins // Leeu Collection // Leicester City Football Club // Leonardo Hotels // LG Electronics // LGH Hotels Management // LGIM // LHC Group // LHG // LIFE Europe // Lifestory Group // Lifestyle Hospitality Capital Group // London Property Partners // London School of Economics // Lonestar // L&R Hotels // Lowy Group // LRO 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// RB Capital // Real Capital Analytics // Real Estate Venture Capital Management // Realty Income // RealService // Realstar // Reuben Brothers // Remarkable Hotels // Revantage Europe // Revcap // RBH Hospitality // Management // Round Hill Capital // Roseberg Hospitality // Ruby Hotels & Resorts // SACO Serviced Apartments // Salto Systems // Samsung Electronics // Savills // Savills Investment Management // Saxbury // Sculptor Capital Management // Selina Prop Co // Schroders Capital Real Estate // SHR Group // Silver Coast Capital // Simmons & Simmons // Sir Richard Sutton // Skyline Worldwide // Sleeper Media // Sonder // Splendid Hospitality Group // Stanhope Capital // Starboard Hotels // Starward Capital // Staybridge Suites // Staycity Group // STRABAG Real Estate // STR Global // Student Housing Consultancy // Summix Capital Limited // Supercity // SUSD London // Surveyor Capital // Sustainability Committee of the Hospitality Sector Council // SyndicateRoom// Taylor Wessing // The Apartment Services // The Arc Collection // The Arora Group // The Ascott Group // The Association of Serviced Apartments // The Bartlett Real Estate Institute // The Embassies // The Greenhouse Hotel // The Ground Rent Firm // The Home Switzerland // The Li Family Office // The Montcalm // The Social Hub // The Station Hotel (Newcastle) // The Other House // The Royal Bank of Scotland // THP // TFE Hotels // ThinScale Technology // Tink Labs // Three Sixty Company // Titans RE // Travel Counsellers // Trevellyan Developments // Tristan Capital Partners // UCL // UnderTheDoormat Group // Uncle // Unfold Consulting // Unibail-Rodamco-Westfield // Union Investment Real Estate // Urban Land Living // Urbanist Hotels // Urbik // Utsaha Group // UK Hospitality // Univest Group // Value One Arbireo Hospitality // Vastint Hospitality // Veeve // Vertiq Capital // Vertell Asset Management // VINCI // Watson Farley & Williams // West Ridge Asset Management // WestRiver Europe // WeWash // Whitbread // WinWinnKeeper // Wragge, Lawrence, Graham & Co // Wireless Social // Withers // Wombatts Holding // W.RE // Wyndham Hotels & Resorts // Yays // YOTEL // YourWelcome // Zeal Projects // Zleep Hotels // Zenic Capital // Zleep Hotels // Zoku //

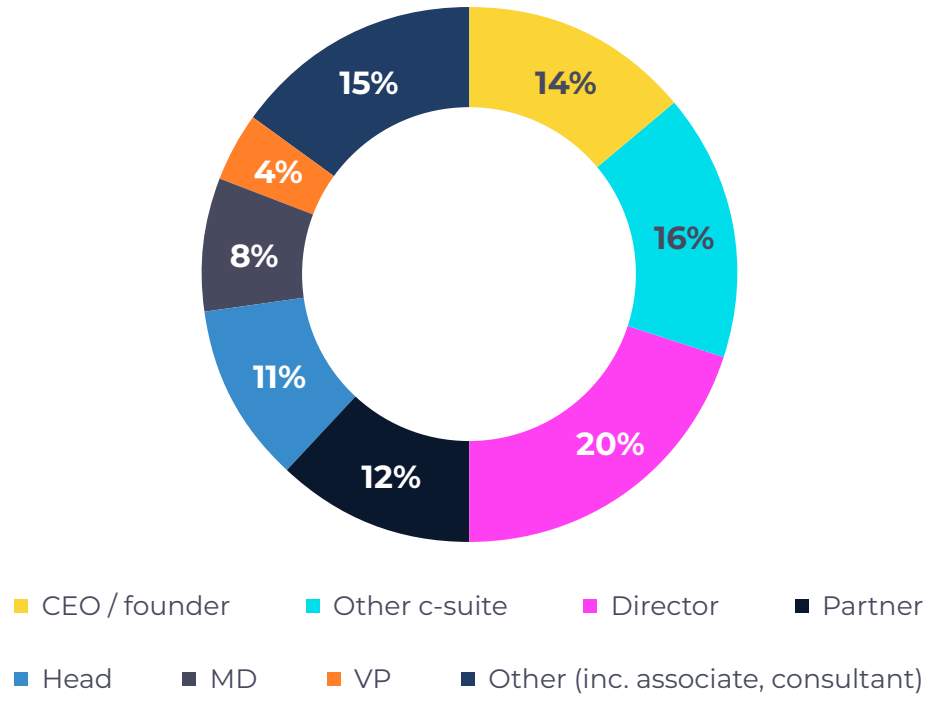
ATTENDEE BREAKDOWN



PARTICIPANT TYPE



JOB TITLES



ALTERNATIVE REAL ESTATE SECTORS COVERED BY OpRE

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Hotels & Hospitality

Hotels, which also covers serviced apartments and branded residential, hostels and holiday rentals: the short-let accommodation market.

Student Accommodation

Purpose-built accommodation which can overlap with Build To Rent sector and is increasingly focused on delivering an experience.

Retirement Living & Healthcare

Elder living catches the limelight but care homes, hospitals, nurseries, pharmacies and dental practices are all part of the change too.

Build To Rent

Purpose built housing for renting out. It can be either flats or houses, but will be professionally managed and often offers some form of communal space.

Emerging Segments, Flex Office and Self Storage

Such as flex office and self storage.

A YEAR-ROUND EXPERIENCE









Thought Leadership Lunches

OpRE Summit hosts four Thought Leadership lunches each year: build to rent, later living and hospitality. Each lunch is invitation only with representatives from sponsor companies and key investors and operators from each sector.

The Lunches are held under the Chatham House Rule and a report is circulated via social media. Attendees are credited within the report.

“While we want to keep the OpRE Summit programme focused on issues that straddle asset classes, the Lunches enable us to have a deep dive into the issues facing specific sectors. The Thought Leadership Lunches help inform the content of the event,” says OpRE Summit founder Andrew Sangster.

Approximate dates for the Thought Leadership Lunches are:

Hospitality – December

Build to rent - March

Later Living – May

Student – June

Content distribution

Each session of the OpRE Summit is recorded and an edited version is available via the OpRE Summit website. Throughout the year a summary of the session and link to the video is distributed via email marketing and social media channels.

There are opportunities to hold further lunches.

SPONSORSHIP BENEFITS



As a sponsor, your logo will appear on a wide range of OpRE 2026 marketing materials, positioning your company alongside industry leaders.



At the event your company will be given **access to our global, influential and potentially lucrative audience**, through ways that are uniquely available to either patrons or sponsors.

SPONSORSHIP BENEFITS (depending on venue specifications)	PATRON	SPONSOR	INDUSTRY SPONSOR
	4 Max	**12 Max**	**Unlimited**
An exhibition space (size subject to venue)	4x3m	3x2m	
Sponsor's name and/or logo on relevant publicity & promotional materials	✓	✓	✓
Branding included in on site materials	✓	✓	✓
Company description in delegate materials	100 words	50 words	50 words
Logo promotion at the venue	✓	✓	✓
Complimentary delegate registrations to the event	5	3	1
Complimentary exhibitor passes to the event	2	1	
Discount to sponsors own staff/clients/contacts	25%	20%	20%
Complimentary delegate places for you to invite investors/owners	10	4	2
Membership to the Advisory Board	1	1	
Access to the attendee list	✓	✓	✓
Speaking position on the programme	2	1	1
Thought Leadership Lunch Invite	✓	✓	✓

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Contact



Andrew Sangster
Editorial Director

T: +44 20 8870 6388
M: +44 7958 562 956

andrew@zerotwozero.co.uk



Sarah Sangster
Event Director

T: +44 20 8870 6388
M: +44 7734 179 469

sarah@zerotwozero.co.uk

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