



GENERATOR
URBAN DESIGN
HOSTELS



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GEN IDEOLOGY

Generator is a unique concept of stylish, design led, affordable and social accommodation that caters to discerning travellers who want to get under the skin of the cities they visit. A brand new approach to the industry, each property rings true to its location from the design elements to the events programming that aims to find authentic innovators and cultural curators and support them to bring their art and vision to life.

- **On the move** – Generator allows young people to keep moving with stylish properties around the world
- **A launch pad** – Generator supports young people by being low cost and open to anyone, and also backs young creatives and entrepreneurs through events and competition incentives
- **Local authenticity** – Generator doesn't just arrive in a city and do its own thing - it runs off the pulse of the city
- **A global scene** – The Generator network allows people to find their mates, friendly faces and likeminded contacts wherever they are
- **A friend** – Generator isn't pretentious or standoffish, neither is it shouting in your face. It's a good friend who's there if you need them but doesn't mind if you want to do your own thing

“Generator represents a cutting edge accommodation concept – it’s about feeling at home and at ease in a new city, having fun and connecting with locals and fellow travellers, while staying in a stylish yet affordable place.”

Carl Michel, Executive Chairman



OSTELLO VENEZIA

OUR HISTORY

Generator started out in 1997 as a brother and sister partnership. Louise and Kingsley Duffy owned two traditional properties, in two very desirable locations: London and Berlin.

At the time, the word 'hostel' came with a side portion of negative connotations. Location wise they were great but fundamentally they were run down and crowded, attracting an immature and rowdy demographic. Rusty bathrooms were the norm and the word cocktail didn't exist. It was either that or brave it in a lonely tent in a campsite.

Your options were slim to none.

// GENERATOR LONDON

Largely underfunded and privately run, it wasn't possible for hostels to compete alongside the boutique or lifestyle hotel market. It was this raw, untapped potential that attracted Patron Capital's Josh Wyatt who conducted extensive analysis of the hostel market.



“Hostel used to be a dirty word - hostels were the practical option. They ticked the budget box. The best you could hope for was that they would be clean.”

Issy Von Simson, Conde Nast Traveller



1997



2007



2012



London Hostel 1995



London Hostel 2007



It was an attractive proposition. So, in August 2007, Patron Capital acquired a rudimentary Generator and within six years, increased the property count from two to eight. International travel industry expert, Carl Michel was hired as Generator's Executive Chairman alongside Creative Director Anwar Mekhayech.. Generator's transformation began.

“A fundamental gap in the market was identified, there were no large operators in the hostel market and no one was interested in upgrading the hostel experience.”

Josh Wyatt, Patron Capital, Hospitality and Leisure Partner

OUR TIMELINE

Generator is the fastest growing hostel brand in Europe with its core markets sitting in the UK, Germany and Spain. At present, there are eight sites spanning across Europe including Barcelona, Berlin, Copenhagen, Dublin, Hamburg, London and Venice with Paris opening in February 2015 and Rome and Amsterdam opening in late 2015.



1995

-

It begins with the Duffy Family opening the first hostel in Bloomsbury, London.



2002

-

After a small break the brand expands to two properties with the opening of Berlin Prenzlauer Berg.

PATRON
CAPITAL PARTNERS

2007

-

Patron Capital invest in the brand, after realising the huge growth opportunity of the portfolio.



2011

-

Generator Copenhagen opens in June and illustrates a significant interior design change for the brand. Followed shortly by the opening of Generator Dublin in July.

“The fast growing hostel market expansion of Generator, by owners Patron Capital, is impressive. The three openings in 2013 (Barcelona, Berlin and Venice) will be followed by over 1,500 more beds in Rome and Paris in 2015.”

Guy Dittrich, Wallpaper

By the end of **2018**:
Generator will have 20 hostels,
with at least 12,500 beds in
operation and a future 3,000
beds in the pipeline. That's a lot of
#genlove.



2012

-
Opening of Generator Hamburg, former Beatles recording studio.
Acquisition of Venice, Barcelona and Berlin Mitte.
Generator creatively rebrands to align interior design with the visual identity of the brand.

2013

-
March saw the much awaited opening of Generator Barcelona - the first property fully designed by DesignAgency.
Closely followed with the opening of Generator Berlin Mitte in April, and Generator Venice in June.
In September came the announcements of the acquisition of Paris and Rome.

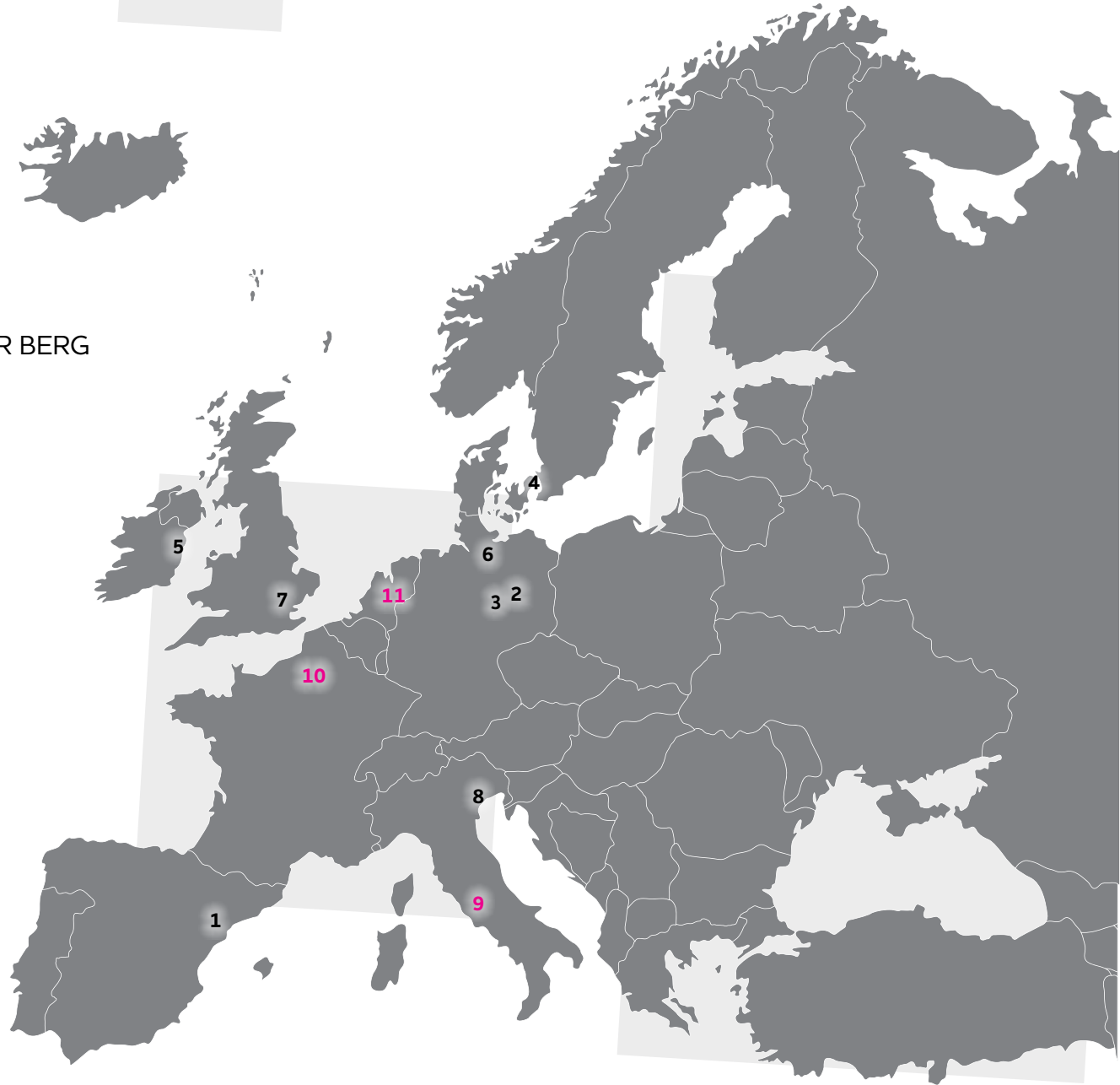
2015

-
February will see the opening of Generator Paris in the trendy 10th Arrondissement
Generator Rome will be transformed throughout the year and ready for opening towards the end of 2015
The first property in the Netherlands, Generator Amsterdam, will open late in the year adjacent to Oosterpark



LOCATIONS

- 1 BARCELONA
- 2 BERLIN MITTE
- 3 BERLIN PRENZLAUER BERG
- 4 COPENHAGEN
- 5 DUBLIN
- 6 HAMBURG
- 7 LONDON
- 8 VENICE
- 9 PARIS
- 10 ROME
- 11 AMSTERDAM





BARCELONA



BERLIN MITTE



BERLIN PRENZLAUER BERG



DUBLIN



HAMBURG



LONDON



COPENHAGEN



VENICE



1300 check-ins per day



// GENERATOR BERLIN MITTE

GEN SOCIAL

2.5 million website visitors per year

The social aspect is what makes the Generator concept unique and different but we are not only social in our public spaces and events but also online. We want our guests to engage on social media by sharing their experiences and joining the conversation. How do we do it? By offering free and super fast Wi-Fi in every property, creating fun and engaging competitions and conversations and working with the best bloggers, Instagramers and other influencers to gather the most relevant insider knowledge of our cities so we can share it on our city guides and social channels. Generator is all about staying connected wherever you are.







PHOTOBOOTH // GENERATOR BARCELONA





GEN EVENTS

We do events exactly like you'd expect.

We've hosted a party in a building site, for the pre opening of our Berlin Mitte hostel. Staying true to the raw industrial edge of the city we featured live art painted by local street artists, fire flaring, and strictly vinyl DJs.

We won't show you a photograph of a conference room. But we will host private views in our gallery spaces. Like the exhibition by Thomas Skou, personally hosted by himself and Generator Copenhagen in December 2012.

We keep it local, collaborating with independent businesses and artists. Yet, at the same time, we appreciate working with bigger brands such as Red Bull and the renowned French music label Kitsuné, who collaborated with us during Venice Carnival.

Events Coordinators are engaged in each hostel. They know their territories well and curate inviting programmes with resident DJs, movie nights, street artists, exhibitions, workshops, and bespoke events, always original and innovative. Unsurprisingly, they're well attended.

"I can honestly say there is nothing out there quite like us. We are not reacting to trends, we're creating them, or rather the wide variety of interesting young people who stay with us and work with us are."

Rachel Crawford, Head of Events and Special Initiatives

GEN MUSIC

Music is their life. Well, almost the entire Generator's young free-spirited audience are into gigs, festivals and connecting with artists. Their music repertoire is pretty healthy – they like familiarity but this music-savvy generation also want to be challenged and discover new sounds.

There are no overly strict boundaries when talking about genres that Generator adheres to, but overall the policy embraces new sounds, quirky established acts and brilliant undiscovered talent. Locally we work with DJs, record labels and promoters to keep our sound fresh. Acts have included Molotov Jukebox, Killa Kella, Pablo Bolivark, Modular Records, Luran Flax, Suena Hermosa Records and Bagota Records.

GENLIVE brought live streaming into the mix, where underground DJs were broadcast live across all of our locations, demonstrating our ability to combine technology and music, reinforced with state of the art sound and lighting.

“Walking into the Generator party was quite something... the party was amazing – great crowd, proper sound system, good drinks and a positive attitude. It’s not often you get parties like this.”

A+R Sony Music, Ireland, Barry O'Donoghue,





GEN LIVE // GENERATOR DUBLIN

// GENERATOR BERLIN MITTE



#REGENERATE14 // GENERATOR BERLIN MITTE

GEN DESIGN

Step inside the 200-year-old Venetian Palazzo that is now Generator Venice and you would be forgiven for not believing you were in a hostel. The last thing you expect to find in a place offering beds from €17 per night is original timber beams, plush furniture, traditional rugs and a grand twin staircase.

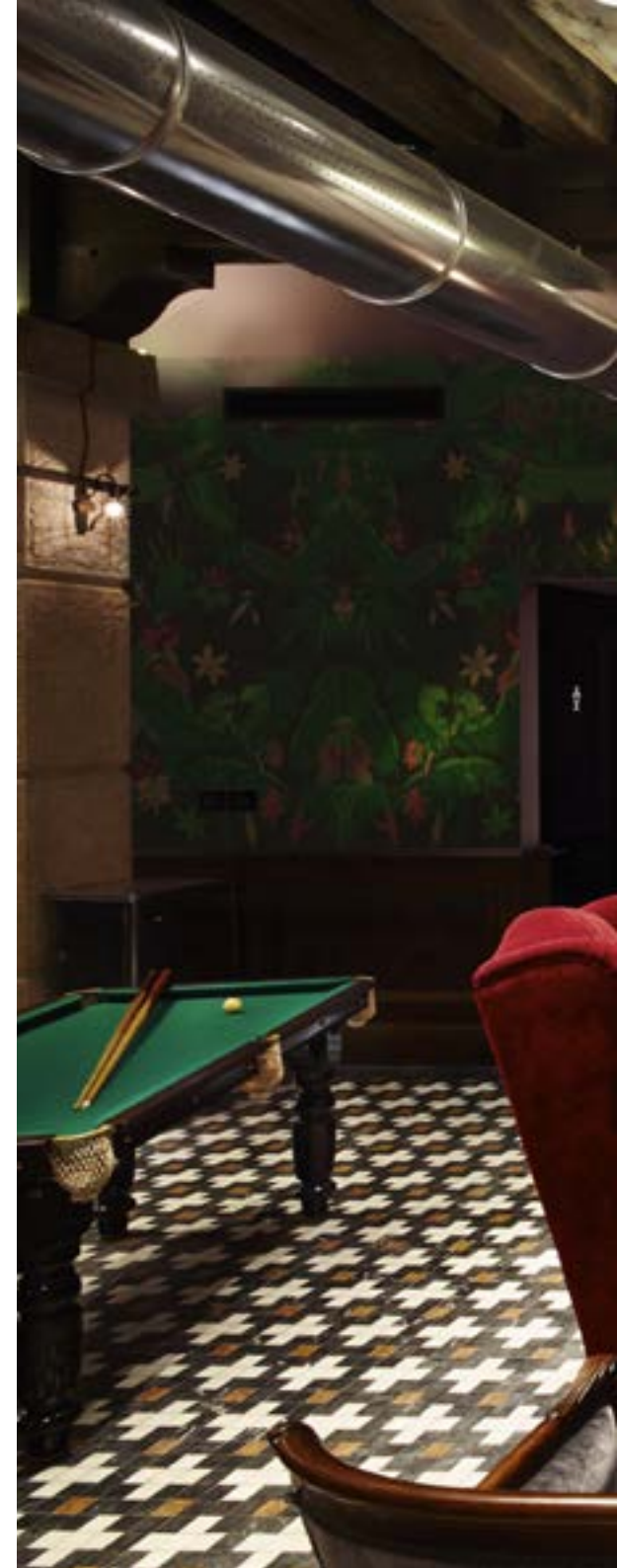
Anwar Mekhayech and his team at DesignAgency were cast deep into the local countryside to source tasteful and unique antique pieces which can be seen dotted around the property, from an outstanding apothecary shelving unit to the robust antique stone fireplace which was purchased in Verona.

Barcelona's Fiesta Gracia will capture your eye almost immediately. The fiery light installation consists of over 300 decorative lanterns and was created by local artist Julie Plottier. They encompass the warm vibes of the Catalan city surrounding them.

This is more than just a hostel make-over. Gen Design is not flashy, but innovative, inspiring, enjoyable and social. Generators are rich with style and experiences, yet unpretentious.

“Generator is the evolution of the hostel industry (and hotel industry) and a leader in the field as the first urban design hostel group in the world. Memorable common areas that engage guests, and simple room designs with a strong sense of creative energy and a design language inspired by culture and driven by collaboration, all being sensitive to a local understanding of each host city.”

Anwar Mekhayech, Creative Director





// GENERATOR VENICE





// GENERATOR BARCELONA



// GENERATOR LONDON



GENMUNCH

Generator does soul food. Each menu is a reflection of the city itself. Authentic tapas in Barcelona encompassing flavours from across Spain. Beer battered fish and chips in London and a burger in Dublin that melts in your mouth.

In Italy we're all about warm focaccias snuggled up to a plate of tomato and basil pasta. Simple yet effective and followed by a real Italian espresso. Currywurst done well is so much more than just a sausage and a schnitzel's not a schnitzel unless it's from Generator Berlin.

We believe that there's food and then there's really great food.

In every hostel the cocktails are freshly made in front of you and created by our expert mixologists. There's wine you can sink into and local beers on tap.





BEEF BURGER // GENERATOR LONDON

Groupwide over 150,000 litres of beer and 17,000 burgers consumed in 2013



FISH AND CHIPS // GENERATOR DUBLIN



GEN ARTS

Art and culture are two of Generator's core values. Our properties are located in buzzing cities with so many talented people, that it just makes sense to work directly with them and connect emerging figures with established, international artists. The local scene is brought inside Generator's walls from the very beginning and it becomes part of the interior design. Swing by Generator Berlin Mitte and you'll find walls covered in the big, colourful heads that made Thierry Noir one of the most relevant street artists of this century, while Sebastian Preschoux was responsible for the string installation in the reception area. Generator London boasts a pair of shutters in the breakfast hall that were sprayed by street artists Newso and London based Jenni Sparks created a bespoke, hand drawn map of the city to decorate the travel shop wall.

The first edition of Generator's Residency Program that took place in Venice early 2014, was inundated with over 200 applications in a mere two weeks. The quality of the works submitted was of such a high standard that the judges decided to extend the residency to four winners instead of the initial three. Magda Stanova (New Genres), Hanne Lippard (Writing), Katy Cole (Painting) and Rosie Dolton (Sculpture) spent between two and six weeks each at Generator Venice creating an exclusive piece of art that has stayed as a permanent design feature and documenting their creative journey for Gen Website.

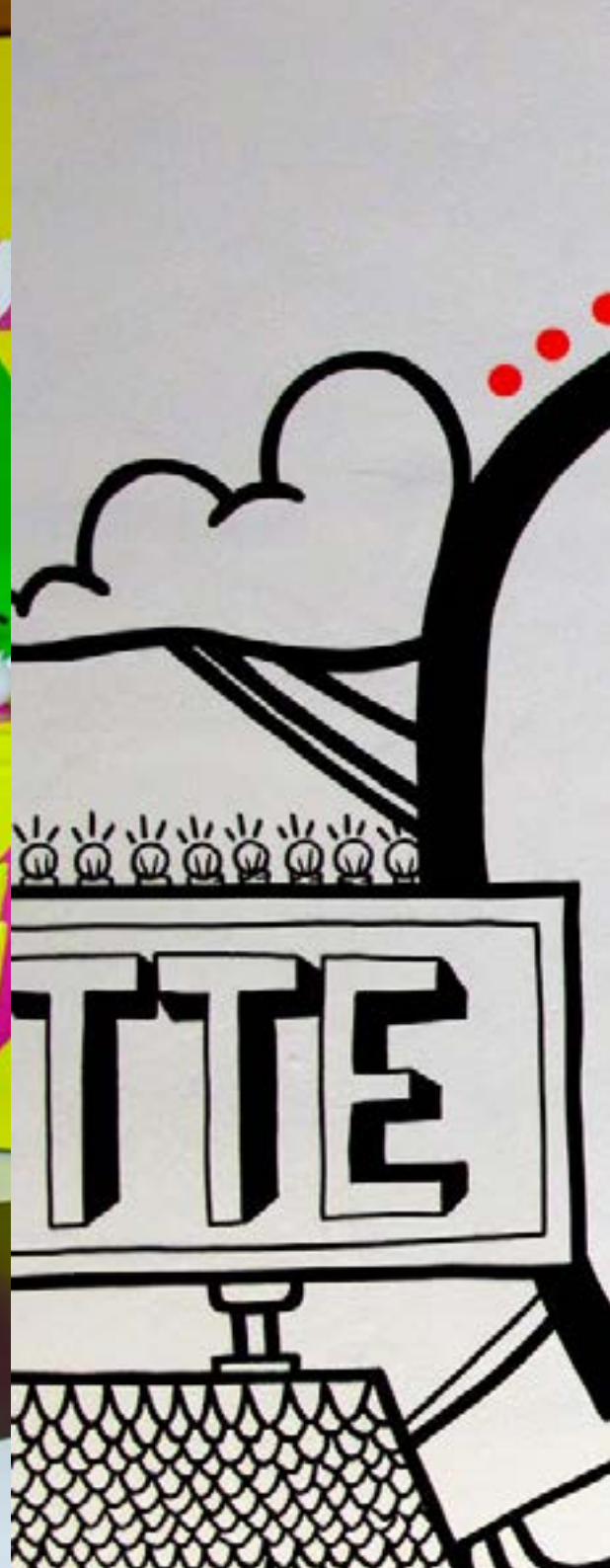
And to keep revolutionising the use of hospitality spaces as the home of art and culture, Generator worked with The Lab Magazine who transformed Generator Berlin Mitte and Copenhagen for one weekend, bringing together invited artists, guests, young art aficionados and locals to experience interactive art, live music, themed rooms and art creation.



LONG WAY HOME EXHIBITION // GENERATOR COPENHAGEN



#REGENERATE14 // GENERATOR BERLIN MITTE





GEN SUITES

Generator is not your average hostel. The difference starts in the design, continues in the events and goes up to our private and premium rooms, but there is space for something even better, the Generator Suites.

It all started with a penthouse in Barcelona. It accommodates up to four people, has floor-to-ceiling sliding windows for the Spanish sun to soak through and a 30-square-meter wrap-around terrace with the sea and the Sagrada Familia in the horizon. The room boasts a queen-sized bed with Egyptian cotton sheets. The bathroom has a huge monsoon shower and a deep square bath with views of Mount Tibidabo. The lounge features two large sofas, a huge HD TV screen and

an Air speaker to plug your iPod. If that wasn't enough, there is a comfortable office space – not that we want you to do any work while you are on holidays! – and a fully equipped kitchenette with an espresso machine and a mini fridge full of local goodies.

We thought the penthouse was a great idea so we have decided to make some more. From 2015 Berlin Mitte and all our new properties will be home to a beautiful, luxurious suite. That includes Paris, Rome and Amsterdam. Watch this space.









GEN TERRACES

Enjoy some of Europe's most happening cities from the urban retreat that are our terraces. They can be found in Copenhagen (one of the largest terraces of its type in the city), Hamburg and Barcelona, with Paris and Rome joining the party in. They take our social spaces to the next level, giving you a flexible and informal space to meet, eat, and socialise.



TERRACE // GENERATOR COPENHAGEN





GEN PEOPLE

Never dull. Stay inspired.

Generator believes in creating welcoming, fun and inspiring environments for both its guests and team. We pride ourselves on being a team of globally minded, genuinely caring and friendly individuals. It's these values coupled with our unquenchable passion for service which creates the unique culture that is Generator.

At Generator the guest's stay goes beyond our foundations of a great night's sleep, stylish living spaces and a social community. We believe in cultivating inspiring, fun and authentic experiences. A special guest experience starts with a special team of people.

“At Generator we deliver something special, putting together innovation and design in a unique way to meet the aspirations of all types of travellers. We’re changing the industry with something exciting, new and innovative.”

Karen Richardson, Chief Operating Officer





NEXT GENERATION

“Generator is changing the face of hostels. You’ll find passionate people with vision, ambition and a genuine love for hospitality in every location. Combine this with interiors that rival boutique hotels and you have a recipe for success.”

Emma Benney, Director of Marketing

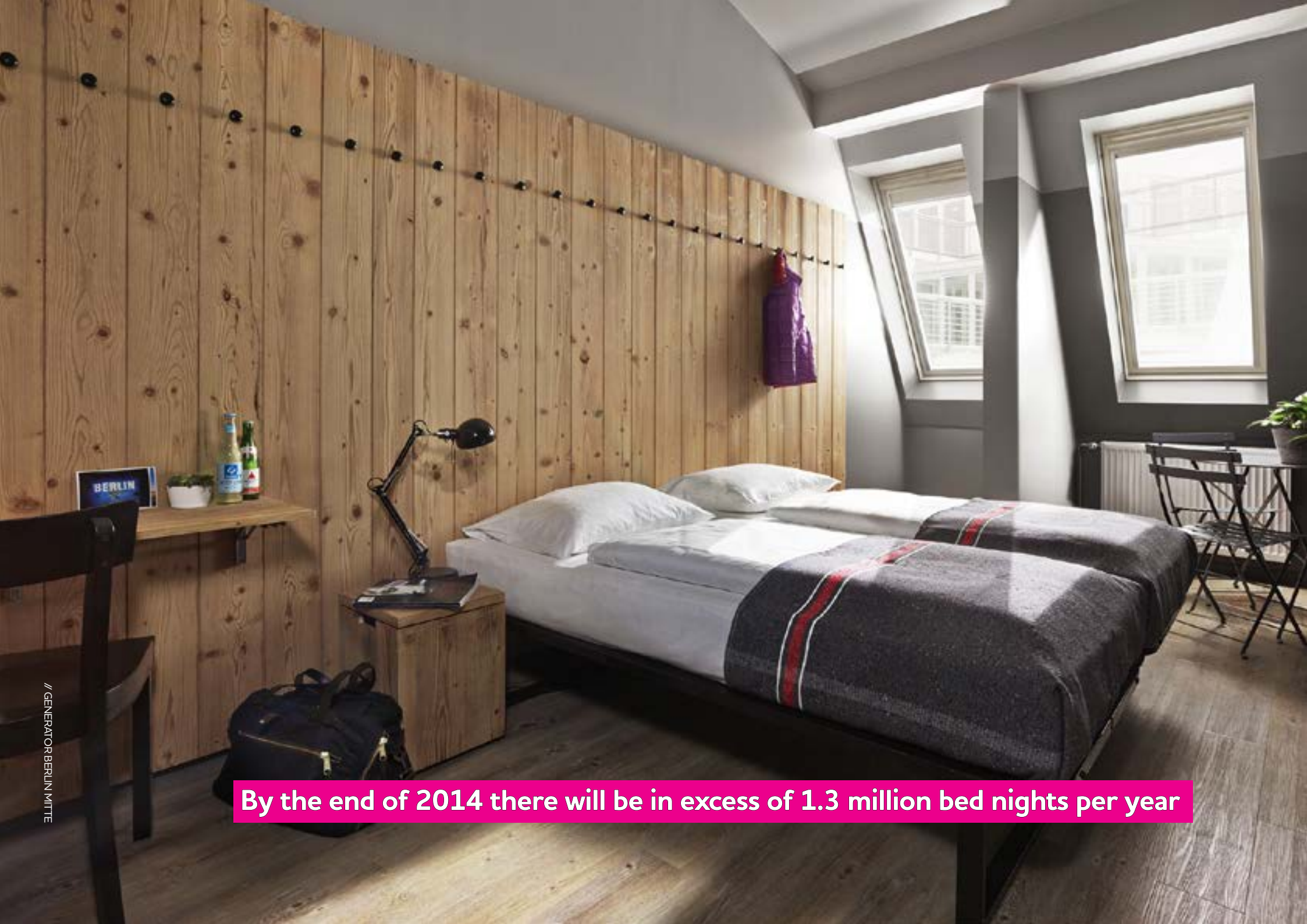
GEN PREMIUM

Each of our unique and sophisticated premium rooms offer carefully curated interiors and an exclusive experience.

Envisage artwork on the walls, luxury toiletries and delicious snacks. Enjoy great views, top treatment and sleep easy knowing you've got the best room in the house.



// GENERATOR BARCELONA



By the end of 2014 there will be in excess of 1.3 million bed nights per year



// GENERATOR BARCELONA



GEN STORE

Through the creation of a hostel retail outlet, Generator will enhance the overall brand experience. Engaging with locals and guests alike and bringing to them a selection of exclusive, exciting and relevant products that they might not find elsewhere.

Famous for must-have gadgets, downright outrageous gifts, and customised collaborative fashion ranges, Gen Store is revolutionising the hostel experience.



//GENERATOR VENICE



GEN BASICS is a range of travel essentials and necessities as well as interesting knick knacks, souvenirs, and branded items – affordably priced and excellent quality.

GEN EDITIONS are a range of limited edition collaborative items with global brands and emerging designers and artists in each city – exclusively available in Generator.



PRESS

We actively continue to generate vast amounts of press coverage across a multitude of different international titles. Our aim is by working daily with some of the best Public Relations agencies, to continue to grow and nurture our existing relationships with key media, bloggers and journalists, and establish ourselves as the leading international hostel brand.





Barbar at Generator Hamburg

The new HOSTELS DESIGNER

In search of high design on a low budget, Alison Taylor finds you can get much more than you pay for

REALIZING FOR PAPERS

My Venice home, a 19th-century palazzo, is behind me as I sit on the waterfront, legs dangling above the shimmering surface. April's spirit is in hand. In Mack's Basilica and the Doge's Palace across the canal through the orange-blue haze of the sky. I'm daydreaming and, I'll admit it, drinking away my hangover from last night's party - a discussion gathering in the gentleman's club-style living, presided over by Klaus's DJ and brimming with beautiful people dancing, drinking and debauching.

I should probably mention at this point that the palazzo is actually a youth hostel, and I'm partying a night.

When I first arrived at the Generator hostel on Giudecca, the old-cho island across the water from Piazza San Marco, on which Elton John owns a house, I was sitting in said lobby (on a velvet chair) wearing a pinstriped pajama and checking my email (on free Wi-Fi), when a lost-looking girl fished her backpack through the tresser and glass door and asked:

Right: The Venetian skyline. Left: A room at U Hostel, Madrid



Generator Venice. Left: Parque Juan Carlos I, Madrid



Generator Venice. Left: Parque Juan Carlos I, Madrid



'Hostels have become so good, you have to check the map to make sure you're in the right place'

'Are you being out, please? Like you know where the hostel is?'

Then, this one through several times it could be a double up, something, something down. Did a Generator one, place has there? But it's a completely wrong up what's going on, what's this? Venice's first up-market hostel, and with budget as a motivation to grow up it's a good, you have to check the map to make sure you're in the right place.

If I don't know the hostel, they would look like this,' says my friend Sam, who also witnessed the incident at The Last Call in The Lobby. 'You get budget students at hostel prices. It's a realisation of the term hostel.'

The night, Venice is one of the right properties in the Generator

WOLLETSKALEL

group, which also includes a Hamburg dispenser where The Beatles recorded one of their first songs, a former Philippe Starck bubble in Copenhagen and a converted police station in London. There are also steadily intriguing properties in Barcelona, Berlin and Dublin, with Paris and Rome pending news. 'The definition of luxury has changed,' explains Josh Wyatt, a partner at Paris Capital, the company that took over - and started revamping - Generator a few years ago. 'Whether you're spending a lot of money, it's about having something unique. What we're trying to do, and what I'm passionate about, is creating the memory - that's what's built on the basis.'

HOSTELS REDEFINED

An affordable base on the beach, without having a hair in your pillow, opens packed? It's possible (see PLSB based in Florence, one of many so-called 'luxury hostels' around the HostelBookers (hostelbookers.com). It's got an outdoor pool, a restaurant and a personal masseuse too, while Madrid's stylish U Hostel features a cinema room. As a HostelBookers representative puts it: 'Hostels today offer double rooms with en-suite bathrooms, as well as desks, and travellers can spend their time with cool decor, on roof terraces, in Jacuzzis and in extravagant lounges.'

Rooftop pool? Terrace hot? Say where? When I later called several European sites my last year at university in 2005, none of the hostels could have been described as stylish (well, unless prison is to your thing). But being cheap is not enough any more. 'I've got to see something new,' says Wyatt. 'You might have been able to get away with building something cheap and boring in the past, but you can't now. People are more design savvy - they know what they like and then they go on social media and tell others.'

It's not. There's no way I would have taken a photo of myself in the concrete block where I stayed in Prague in the early Nineties. But Generator Venice? With its vintage Empire (inspired by

OFF DUTY

The Best Hotels Going Native

PLUS: Neymar, Brazil's soccer sensation, in WSJ magazine

THE WALL STREET JOURNAL

EUROPE EDITION VOL. XXXIX NO. 31 FRIDAY - SUNDAY, MAY 30 - JUNE 1, 2014 WSJ.com

U.S. Is Seeking \$10 Billion Fine for BNP

The U.S. Justice Department is pushing BNP Paribas to pay more than \$10 billion to settle a case involving the bank's failure to report to U.S. authorities about the activities of its branches in the U.S. and to cooperate with the investigation of the bank's role in the 2008 financial crisis, according to a person familiar with the case. The U.S. Justice Department is seeking a guilty plea for BNP Paribas for failing to report to U.S. authorities about the activities of its branches in the U.S. and to cooperate with the investigation of the bank's role in the 2008 financial crisis, according to a person familiar with the case.



The three Russian leaders—from left to right, Medvedev, Putin, and Lavrov—signed the treaty Thursday in Astana.

Russia Forges Economic Bloc

With China that alone Russia is building an energy export market could give the country a new role in the world. The creation of the bloc—which has a membership just within reaching and next energy resources—begins the move to form a coalition that would include the world's largest oil and gas reserves and will rival the economic power of the United States. The trading bloc, which formally gets into effect Jan. 1, 2015, will cover 40% of the world's energy supply.

Diageo CEO Weighs In On Scotland's Future

Diageo CEO Brian Brankin says the world's biggest producer of Scotch whisky, but cautioned on the debate on Scottish independence. "The Scotch whisky industry is a key part of Scotland's economy and we are committed to the industry's long-term success," he said.

U.S. Economy Shrank During Frigid 1st Quarter

The U.S. economy contracted in the first quarter of 2014, a reversal from the growth seen in the fourth quarter of 2013. The contraction was driven by a decline in private consumption, which fell 0.2% in the first quarter. The government sector, however, showed a slight increase in spending.

ADVENTURE & TRAVEL

HOTELS GOING NATIVE



THE SMOULD ROOMING
Abercrombie & Fitch's new hotel in Costa Rica is designed to blend with the natural environment. The hotel features a large arched window that provides a view of the tropical landscape. The room is furnished with modern, minimalist decor.



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BOUTIQUE HOTELIER

BUSINESS ANALYSIS FOR HOTEL TRENDSETTERS

hostelworld.com | May 2014



WHAT INTERNS CAN BRING TO THE BUSINESS

HOW TO IMPROVE YOUR INTERVIEWING SKILLS

WORK YOUR WALLS TO WOW YOUR GUESTS

10 STUNNING UK HOTELS FOR SALE

STRIKING STRUCTURES, BUILDINGS THAT TELL STORIES, BREATHTAKING LOCATIONS AND COMPETITIVE PRICES

MEET THE DUO BEHIND GENERATOR HOSTELS

PIMP YOUR BATHROOMS WITH THE LATEST BUING

THE PROS AND CONS OF LOCAL FAB PRODUCE

Revealed: THE NEW SOCIAL-MEDIA MARKETING STRATEGY FOR HOTELIERS

MEET / GENERATOR



Josh Wyatt and Carl Michel

FIGURES AROUND
€300
MILLION
INVESTED IN RECENT GROWTH AND FUTURE PROJECTS

Hostel takeover

INSPIRED BY THE DESIGN AND ATTITUDE OF BOUTIQUE HOTELS, GENERATOR'S OWNER PARTNER **JOSH WYATT** AND EXECUTIVE CHAIRMAN **CARL MICHEL** ARE REDEFINING THE HOSTEL CONCEPT, WITH €300M BEHIND THEM. THEY'RE TARGETING 10,000 BEDS IN 15 COUNTRIES BY THE END OF 2015, INCLUDING MORE SITES IN LONDON AND ONE IN EDINBURGH

Who stays at Generator hostels?

Carl Michel: We've redefined the hostel concept and that's broadened the range of customer who would go to a hostel from backpackers to business travellers, families and 'backpackers' — the more stylish ex-backpackers, who are more likely to have a wheeled bag these days. Ages have increased, many people in their 20s to 40s would be happy to stay in a hostel now. Approximately 35-40% of our market is groups and mostly couples, you do get some single travellers too.

Josh Wyatt: There's a sense of extended adolescence globally, particularly in the UK, Germany, Spain and the US, which are key feeder markets. People are putting off getting long-term jobs or getting married and starting families so it's not surprising in London to see the 18-24 year-old backpackers and students, but also those in their 30s-40s.



How are you "redefining the concept" of hostels?

Wyatt: The Generator product was inspired by boutique hotels and what the visionaries like Ian Schrager created. There was an explosion of people including the true innovators, but we were the first to bring that into the hostel space. This is really the first stage of hostels and where they're going, we're at the forefront and will be as we open out.

What boutique elements would you find in a Generator hostel?

Wyatt: We were the first hostel business to hire an interior designer when we committed to Toronto-based The Design Agency several years ago. We're intensely researched and defined how to design these things. We decided there

WHO'S BEHIND GENERATOR?

Josh Wyatt

**Partner – Hospitality & Leisure
Patron Capital**

Josh joined Patron Capital in 2005 and leads all aspects of origination, acquisition and management of hospitality sector investments for Patron. His main responsibilities include origination, underwriting, execution and asset management for his portfolio companies as well as new business deals. Josh currently manages approximately €400m of equity with the primary focus being Generator Hostels

He completed the MBO of the business in 2007 and subsequently set about to refashion the business into a global platform. Since the original acquisition of Generator, Josh has led the strategic, creative and financial strategies of the business enabling the platform and brand to grow from two properties in 2007 to the eight assets as of Spring 2014.

Anwar Mekhayech **Creative Director**

Anwar joined the Generator team in the official capacity of Creative Director in 2014. Having led the design of all Generator properties through DesignAgency, where he is a Founding Partner, Anwar is intimately familiar with the brand and values of the company. Anwar was recently recognised as one of seven designers included in the “2014 Wave of the Future” by Hospitality Design Magazine for his work with Generator.

An honours graduate from the University of Western Ontario with a degree in mechanical engineering design, Anwar's eclectic style, engineering knowledge and interest in travel and culture collectively contributes to his passion for design and how it shapes the world we live in.

Carl Michel
Executive Chairman

Carl joined Generator's Executive Team in August 2011 after extensive experience in the travel and aviation industry for companies such as British Airways, where he was Commercial Director, Opodo and Holidaybreak, where he was CEO. With an MA from St. John's College Oxford and MBA from the Harvard Business School, Carl has strong analytical abilities and is a strategic thinker. Clear communication, sound intuition and appreciation for the 'softer skills' have enabled Carl to transform many businesses by adding to their brand identity and value. His key focus and speciality lies in acquisitions and strategic brand development with a proven track record and he follows the constant developments and trends in the digital world.

Karen Richardson
Chief Operating Officer

Karen joined Generator as Chief Operating Officer of Generator in 2011. She has wide experience in marketing, customer service, operations, e-commerce, brand development and change management globally.

Karen spent a number of years at British Airways in management roles across customer service, marketing and IT. She then spent time as Customer Service Director on the board of Vodafone UK. Before joining Generator Hostels Ltd as Chief Operating Officer, Karen ran her own consultancy, working on change projects for various large organisations such as Bupa, Ernst & Young, and Patientline.

Paul Harries
Chief Financial Officer

Paul joined the team in October 2014. He has wide experience in the hospitality and real estate sector. Paul has run the finance teams of the Malmaison and De Vere hotel chains, as well as being part of the team that built The O2 in London. Paul has a background in finance and consultancy, working for PwC, EY and FTI, and has also worked at Lloyds Banking Group.

Rory Harte
Development Director

Rory joined Generator in April 2014. Prior to that, Rory worked for CitizenM and was principally responsible for project delivery throughout the UK. He has 24 years' experience in construction, ranging from Structural Engineering, through Project Management to large-scale roll out programme management and supply chain management.

Prior to working for CitizenM, Rory was Projects Director Europe for the Australian Toga Group, with responsibility for delivery of multiple apartment hotel projects under the Adina brand in Germany and Denmark. In addition, Rory was a Director at the construction and management consultancy Turner & Townsend, where he headed the UK retail, leisure, hotels and historic buildings teams.

Anna O'Dell
Commercial Director

Anna was previously Group Revenue Manager for Jurys Inns Group, a 32 strong hotel group with properties throughout the UK, Ireland and the Czech Republic and just over 7,500 bedrooms. Responsible for the development of the revenue management culture, defining strategic goals and standardising operating and reporting procedures across the group and centralisation of reservation.

Emma Benney
Director of Marketing

Emma has over 10 years' experience in the boutique hotel and serviced apartment industry and previously held the position of Group Marketing Director for Malmaison and Hotel du Vin, where she was responsible for the marketing of 27 UK properties. During her time with Malmaison and Hotel du Vin she successfully launched 6 new properties, implemented a full CRM strategy and creative rebrand.

Justin Mack
Venues Director

Justin joined Generator in September 1995 in the capacity of Food and Beverage Manager and has over 18 years' experience in the hostel industry covering all areas of the business specialising in Operations and Venue Management.

He is a qualified chef with many years' experience in commercial kitchens and general food and beverage services. During his time at Generator he has seen the business grow from its original hostel in London to its current level of 10 and has been instrumental in the design and development of the business. His key focus is the development and delivery of each venue which brings together all aspects of food, beverage, media, music and art to create a unique, compelling and contemporary experience that excites all the senses.

Tom Devaney
Operations Director

Tom brings a wealth of experience and knowledge to Generator. Originally from Ireland but now based in London, Tom has over 20 years' experience working within the Hospitality and Tourism industry.

Tom has worked for large international hotel brands such as Hilton, IHG and Marriott and has successfully managed many projects including numerous hotel openings. He originally joined the team as General Manager for Generator Dublin which he successfully opened in June 2011. Tom's excellent organisational and project management skills, along with his passion and motivation for the industry make Tom a strong leader.



CONTACT US

Emma Benney

Director of Marketing

emma.benney@generatorhostels.com

Belen Gumiel

PR & Communications Manager

belen.gumiel@generatorhostels.com



