

# SAN FRANCISCO Business Times

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## CEO WINNERS INSIDE

Kaiser chief leads lineup of Most-Admired CEOs.

## TARGET HITS METREON = 4

What's in store, including more than 1,200 new jobs.

## SOCIAL ADVENTURERS = 8

Funds unleash fresh ways to invest in 'good' ideas.



## Executive Profile

**GARY BEASLEY**  
CEO, JOIE DE VIVRE  
HOSPITALITY



PAOLO VESICA

**HQ:** San Francisco.  
**Background:** Beasley became CEO of JDV in September 2010; he is also a partner at Geolo Capital, which purchased a controlling share in JDV earlier this year. Beasley has worked at LaSalle Partners, hotel REITs and KSL Resorts. He joined Zip Realty as CFO, took it public in 2004, and became president. He left in 2007. He became CFO and CEO of GreenVolts. He joined Geolo in November 2009.  
**First job:** Janitor in college at the Evanston Art Center.  
**Education:** Northwestern University, Stanford Graduate School of Business.  
**Residence:** Piedmont.

### Business strategy

**How's business:** It's improving slowly. ... It's hard work every day, but we are up double digits in terms of revenue per available room.  
**Biggest challenge for your business:** Figuring out the right way to grow the company. We're faced with a lot of different ways we can grow: geography, product type, growing out different brands, buying versus managing.  
**What's going to change at your company in the next year:** One, we are investing in technology to help us run our business better. Two, we will be doing business outside of California.  
**Goal yet to be achieved:** To write a book.

### Management philosophy

**Guiding principles for good management:** I typically try to keep three things in my mind when making decisions or working with management: candor, creativity and commitment.  
**Best way to keep competitive edge:** Too many times people shoot at the target, but the target is moving. You have to shoot at where the target is going, not where it is.  
**Why people like working for you:** We work hard, but we don't take ourselves too seriously.  
**Mentor:** My parents.

### Judgment calls

**Best business decision:** Changing the business model at Zip Realty when I got there. ... We had only four months worth of cash left. I had to make dramatic changes ... and we went from 60 agents to about 1,800 agents in a few years.  
**Hardest lesson learned and how you learned it:** Taking Zip public. While in concept it sounded great, the reality of living with the consequences and running a relatively small public company was difficult. ... There's a stagger-

ing amount of compliance and you have to disclose so much of your business strategy publicly. If you want to get liquidity, going public is the beginning of a process, not liquidity. Selling a company is a liquidity event.  
**Toughest business decision:** At Green Volts, my last company, we needed to change the technology direction after spending several million dollars going a certain (other) direction.  
**Biggest missed opportunity:** I had the opportunity to be CFO of an Internet company that a year later got purchased for a very large amount of money.

### True confessions

**Like best about job:** It sounds Pollyanna, but I really love the people I'm working with. I also love the industry we are in.  
**Like least about job:** It is a 24-7 business. We have 34 hotels. There's always a crisis at one.  
**Pet peeve:** Complainers who don't offer solutions.  
**Most respected competitor:** Kimpton.  
**First choice for a new career:** Ambassador to Italy.

### Predilections

**Most influential book:** I just finished "Hot, Flat and Crowded" by Thomas Friedman.  
**Favorite cause:** Right now it's alternative energy and ways of promoting that.  
**Favorite movie:** "This Is Spinal Tap."  
**Favorite restaurant:** Alinea in Chicago.  
**Favorite way to spend free time:** I love to play golf, and skiing with my kids.  
**On your iPod:** A lot of different things; I typically listen when running on shuffle. This morning it was Van Morrison, REM, Lenny Kravitz, Maroon 5 and One Eskimo.  
**Automobile:** Acura MDX.

— Sarah Duxbury