

⇒ news

IN THE HEADLINES

- Carlson CIO focuses on revenue, distribution; Report measures effect of F&B on overall hotel revenue.
- 5 questions with David Kong; Hilton Garden Inn lobbies get

→ departments

12 Lack of development spurs increases Low supply growth in the top 50 markets is leading to significant gains in hotel performance indicators.

DEVELOPMENT

14 GVM Hotel Partners makes 6-hotel acquisition; Hilton plans to double luxury portfolio by '14; First Cambria Suites enters

THE NEW GM

16 Maria Razumich-Zec

Peninsula Hotels leader takes care of guests by taking care of her employees.

PROFILE

18 Russ

The force behind HEI Hotels & Resorts' acquisition strategy looks for new pockets of growth in major markets.

SPECIAL REPORT

22 Ease of bed bug outbreaks keeps hotels on edge

While treatment procedures have been effective, the possibility of infestation is still a major concern.

24 IPM: What hotels need to know

Integrated pest management reduces the use of chemicals, gets rooms back in inventory quicker.

26 Winter is no time to let guard down against pests Heat, food and water attract pests during the colder months

that typically are content to stay outside.

TECHNOLOGY

28 Safes get an upgrade

In-room safes are getting bigger and more technologically advanced.

30 Hotels offer incentives for conservation

Guests who do without daily housekeeping service at some properties can receive a variety of rewards.

HOT PRODUCTS

34 Bathroom fixtures

DESIGN

36 Holistic design complements spa offerings

The variety services offered by hotel spas is increasing, which impacts facility design.

SIGHTINGS

42 Out and About

Snapshots from HD Boutique and an Intercontinental Hotels Group gathering in New York.

DOUBLETAKE

50 Kennedy School

Guests can break the rules at this former school turned hotel in Portland. Ore.

- Up Front | Ruthanne Terrero
- Legal Q&A | Marc Perry
- Cornell Insights | Glenn Withiam
- 10 Training Trends | Mark Williams
- 11 On Finance | Jonathan Benowitz
- 45 Ad/Editorial Index
- 45 Marketplace
- 46 Classifieds

nonline extras

Create passion in your organization | Renie Cavallari

Leaders must awaken the passion in others to maintain a successful business; here are some ways to do it. Search "Cavallari" on HotelManagement.co

Hotel Management surveys

Sign up online to receive notice when Hotel Management's surveys are open.

HotelManagement.com/hotelworld-network-surveys

HOTEL MANAGEMENT (ISSN 2159-2122) is published monthly, except semi-monthly in April, June and October (15 issues yearly), by Ouestex Media Group LLC, 306 W. Michigan St., Sulte 200, Duluth, Mh 55902. Subscription rates S8.8 5 for Year Sep for year in the United States 8 Possessions; \$81.40 for 1 year, \$130.90 for 2 years in Canada and Mexico, all other countries \$143 for 1 year, \$234.30 for two years. Single copies (prepaid only): \$5.06 in the United States; \$6.16 in Canada and Mexico; \$12.37 all other countries. Back issues, if available are \$9.90 in the U.S.: \$12.10 in Mexico and Canada: \$24.20 for all other countries. International criptions will be subjected to \$82.50 per annual order for air-expedited service. Include subscriptions will be subjected to \$802-by per annual order for air-expedited service. Include \$7.15 per order jous \$2.20 per additional copy for US jousdage and handling. Periodicals postage paid at Duluth, MN 55806 and additional mailing offices. POSTMASTER: Please send address changes to frote Management, PO Box 1268 Sockie, IL 60076-8268. Canadian 6.S.1 marber: 840 033 278 R10001, Publications Mail Agreement Number 4007597. Printed in th U.S.A. Copyright @2011 Questex Media Group LLC. All rights reserved.

Leave an impression.

Ready to impress your guests? Visit info.wsj.com/better.

WSJ.com

AMERICA'S TOP-SELLING NEWSPAPER



THE WALL STREET JOURNA live in the know