





→ news

IN THE HEADLINES

- 8 Vantage continues member focus; E-commerce highlighted at 2014 Expedia conference
- 10 The growth of affordable luxury; Distribution tips for independent hotels
- 12 Hospitality students shine at NATHIC; Maine's Nonantum Resort wins sustainability contest
- 56 What an open Cuba means for hotel development

- **58** PKF predicts high industry optimism
- 60 Luxury makes a comeback
- 62 Developers drawn to the Midwest

■ departments

DEVELOPMENT

- 14 New Homewood Suites design targets South America; Market snapshot of Nashville
- 16 The Watergate's comeback; Market spotlight on Portland, Ore.



HOTEL MANAGEMENT (ISSN 2156-2122) is published monthly, except semi-monthly in April, June, October and December (16 issues yearly), by Questex LLC, 757 Third Ave, 5th Floor, New York, NY 10017. Subscription rates: \$59.00 for 1 year, \$104.00 for 2 years in the United States & Possessions; \$92.00 for 1 year, \$138.00 for 2 years in Canada and Mexico; all other countries. Beck issues if available are \$100.00 in the U.S. \$12.00 in Mexico and Canada; \$25.00 for 2 years in Canada and Mexico; all other countries. Beck issues if available are \$100.00 in the U.S. \$12.00 in Mexico and Canada; \$25.00 for all other countries. Instantial subscriptions in State (So.0) for any available are \$100.00 in the U.S. \$12.00 in Mexico and Canada; \$25.00 for all other countries. Instantial subscriptions in State (So.0) for any available and \$100.00 in the U.S. \$12.00 in Mexico and Canada; \$25.00 for all other countries. Instantial subscriptions will be subjected to \$55.00 for any available and \$100.00 in the U.S. \$12.00 in Mexico and Canada; \$25.00 for all other countries. Beck issues if a variable are \$100.00 in the U.S. \$12.00 in Mexico and Canada; \$25.00 for all other countries. Beck issues if a variable are \$100.00 in the U.S. \$12.00 in Mexico and Canada; \$25.00 for all other countries. Beck issues if a variable are \$100.00 in the U.S. \$12.00 in Mexico and Canada; \$100.00 in the U.S. \$12.00 in Mexico and Canada; \$100.00 in the U.S. \$100.00 in



TRENDS & STATS

20 Explaining Latin America's record pipeline

ONE-ON-ONE

22 Industry icon Jack DeBoer

SPECIAL REPORT

26 Buyer appetite high as industry thrives

46 Brokers roundtable

TECHNOLOGY

30 Electronic locks

OPERATIONS

34 Entertainment on Demand

DESIGN

38 Fitness centers

NEW DEPARTMENT

FOOD & BEVERAGE

40 Efficient kitchen designs

NEW DEPARTMENT

YOUNG PROFESSIONALS

44 How young leaders lead

HOT PRODUCTS

52 Mattresses

IHIF NEWS

106 Caesars Entertainment's Bob Morse

COLUMNS

- 6 Up Front | David Eisen
- 18 Sales Clinic | Howard Feiertag
- 18 Legally Speaking | Karen Morris
- 108 Ad/Editorial Index
- 108 Marketplace
- 110 Classifieds
- 118 Sightings



⇒online

Let's talk on Facebook

 $\mbox{Ok},$ you love our print magazine. So let's take the conversation from offline to online. Join us on our Facebook page for lively discussion on all things hotel related.

 ${\bf Go\,to\,www.facebook.com/HotelMgmt\,and\,like\,us!}$

Hotel Management surveys

Sign up online to receive notice when Hotel Management's surveys are open. HotelManagement.net/hotelworld-network-surveys

Daily news, right to your inbox

From the IHIF Hotel Investment News Daily to HM Technology and HM Operations, we have you covered.

Hotel Management. net/new sletter-registrations











