



hotel
MANAGEMENT

HotelManagement.net
A Questex Hospitality Group Publication



news

IN THE HEADLINES

- 6** Muted supply growth fuels development; The new normal of brand loyalty
- 8** Delivering the independent hotel message; Millennials: The more you know, the better

departments

DEVELOPMENT

- 10** 5 questions with Langham's Robert Warman; White Lodging's Denver mix

TRENDS & STATS

- 18** How a hotel's renovation impacts its inevitable purchase price

ONE-ON-ONE

- 20** John Hardy of The John Hardy Group

THE NEW GM

- 24** Sofitel Philadelphia's Angela Bauer

SPECIAL REPORTS

- 26** Independent hotels roundtable
- 32** Top hotel brokers
- 48** Accessorizing guestroom beds
- 56** The hotel industry's approach to sustainability

TECHNOLOGY

- 36** Guestroom TVs

OPERATIONS

- 40** PTAC/HVAC maintenance

DESIGN

- 44** Bathroom design

ON THE BLOCK

- 52** Top tips for success in brokerage

HOT PRODUCTS

- 60** Fitness equipment

THIF NEWS

- 82** What we learned in Berlin

COLUMNS

- 4** **Up Front** | David Eisen
- 12** **Sales Clinic** | Howard Feiertag
- 12** **Hospitality Lawyer** | James O. Eiler, Stephen Barth
- 14** **Training Trends** | Colby Hutchinson
- 14** **The Consult** | Renie Cavallari
- 16** **Tech Watch** | Frank Wolfe
- 84** **Ad/Editorial Index**
- 85** **Marketplace**
- 87** **Classifieds**
- 98** **Seen & Heard**



online

Let's talk on Facebook

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. 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

CONNECT WITH HOTEL MANAGEMENT



HOTEL MANAGEMENT (ISSN 2158-2122) is published monthly, except semi-monthly in April, June, October and December (16 issues/year), by Questex LLC, 757 Third Ave., 5th Floor, New York, NY 10017. Subscription rates: \$69.00 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 \$159.00 for 1 year, \$238.00 for 2 years. Single copies (prepaid only): \$5.50 in the United States; \$6.50 in Canada and Mexico; \$12.50 all other countries. Back issues, if available are \$10.00 in the U.S.; \$12.00 in Mexico and Canada; \$24.00 for all other countries. International subscriptions will be subjected to \$82.50 per annual order for air expedited service. Include \$7.15 per order plus \$2.20 per additional copy for U.S. postage and handling. Periodicals postage paid at New York, NY 10199 and additional mailing offices. POSTMASTER: Please send address changes to Hotel Management, PO Box 1267, Skokie, IL 60076-8267. Canadian G.S.T. number: 840 033 278 RT001, Publications Mailing Agreement Number 40017597. Printed in the U.S.A. Copyright 2015 Questex LLC. All rights reserved.