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**pulse**

#### CHART TOPPERS

#### Hotel client purchasing in 2014

Avendra	\$3,200,000,000
BuyEfficient	\$495,000,000
Benjamin West	\$376,000,000
The Parker Company	\$315,000,000

Source: Hotel Management Purchasing Survey

SEE PAGE 28 FOR MORE OF THE SURVEY

HotelManagement.net

Vol. 230, No. 10 | August 2015

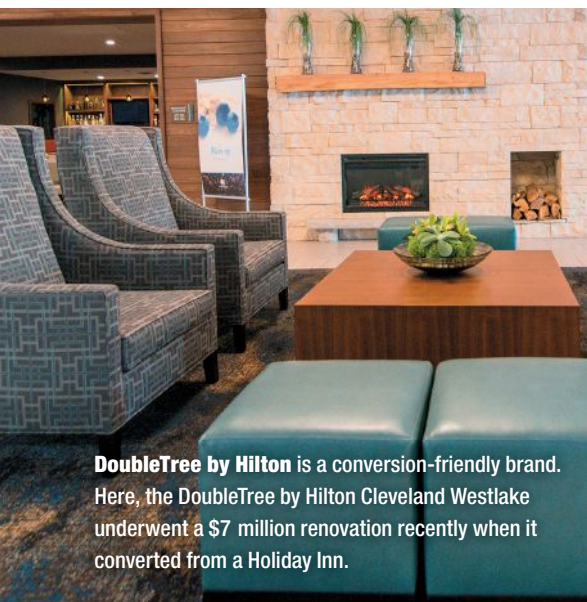
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# MANAGEMENT

## FRANCHISING

# Sticker shock

Size of required and often deferred property improvement plans leads some owners to switch brands rather than pay big bucks



**DoubleTree by Hilton** is a conversion-friendly brand. Here, the DoubleTree by Hilton Cleveland Westlake underwent a \$7 million renovation recently when it converted from a Holiday Inn.

DOUBLE TREE BY HILTON

**By Stacey Mieyal**  
CONTRIBUTING EDITOR

**NATIONAL REPORT** – PIP is a four-letter word to some hotel owners.

However, as the industry comes out of the downturn, there is now a need to play catch-up with capital expenditures. As such, franchisors are becoming stricter about their product improvement plans and brand standards, particularly with an aging product.

A clampdown on brand standards is a cyclical topic in the hotel industry.

“PIPs have been a fact of life since there have been brands,” said Michael Getzey, COO of Marshall Hotels & Resorts, a management company with 44 hotels with 5,550 guestrooms in its portfolio. “They are starting to creep up in standards for brands, and various products are much more stringent than they were 10 to 15 years ago. They are more involved now.”

See **PIP requirements** | page 151

# Recognition, as much as points, personifies loyalty programs



BEST WESTERN INTERNATIONAL

**By David Eisen**  
EDITOR-IN-CHIEF

**NATIONAL REPORT** – Not all hotel loyalty programs are equal, but all are engineered to trigger the same outcome: gain customer allegiance. Frequent guest programs are the threads that course through the breadth of a hotel company’s brands; so while Marriott International is 19 separate brands, Marriott Rewards acts as the binding agent.

Hotel loyalty programs continue to evolve and become even more robust and customer friendly. The reason is simple: unlike other commodities,

See **Loyalty programs** | page 152

The **Best Western Rewards MasterCard** is a four-card series and offers a variety of benefits.



Vantage Hospitality's  
**ROGER BLOSS**

Lifelong hotelier channels his love for the industry into creating an award-winning company | See **page 17**

## → inside this issue

### SPECIAL REPORT

#### HITEC update

Conference attendees discuss data security, net neutrality and robotics, as well as introduce new products.

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### TECHNOLOGY

#### Jack of all trades

Mobile devices increase employee efficiency and allow guests and hotels to interact in new ways.

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### FOOD & BEVERAGE

#### Quick and easy

Grab-and-go food-and-beverage options expand from just breakfast to 24-hour-a-day offerings.

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## 1 Purpose-built

Modesto is a two-part collection of products: Modesto for Rooms and Modesto for Public Spaces. Using two different types of manufacturing techniques, the Modesto Collection delivers different flooring solution for different spaces, coordinating color and design.

**Durkan**

[www.durkan.com](http://www.durkan.com)

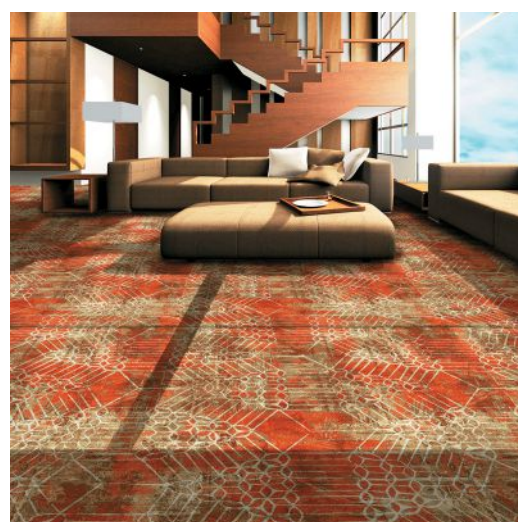


## 2 Urban floor

The Studio Collection is influenced by an urban lifestyle. This prefinished collection is made from six-inch-wide white oak and displays the versatility of the wood species in a range of hues, including Back Bay, Bastille, Notting Hill, Soho, Hyde Park and Trieste, pictured here.

**Carlisle Wide Plank Floors**

[www.wideplankflooring.com](http://www.wideplankflooring.com)



## 3 Flowing carpet

The Ciranda flooring collection takes its influence from movements of traditional Brazilian dance. The collection comes in a variety of colors and patterns.

**Brintons**

[www.brintons.net](http://www.brintons.net)



## 4 Porcelain tiles

The Find Series is a rectified color body porcelain that emulates a concrete appearance. It is available in several sizes and a surface bullnose trim, and comes in four colors: Ash, Clay, Pumice and Steel.

**Arizona Tile**

[www.arizonatile.com](http://www.arizonatile.com)



## 5 Multiple designs

The Eminent carpet, newly released for fall, is a tip-sheared loop computer yarn placement corridor carpet with accompanying public space and guestroom designs. This collection is available for customization with a range of solution-dyed nylon fibers.

**Northwest Carpets**

[www.northwestcarpets.com](http://www.northwestcarpets.com)