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a letter from the President



Jeanne Varney
Host Marriott Corporation

It is with great enthusiasm that I begin service as NEWH's sixth International President for 2004/2005. Twenty years ago in 1984, a small group of women in Los Angeles founded NEWH with the goal to provide networking, education and scholarship opportunities to women in the hospitality industry. To coin a 60's phrase: "We've come a long way baby!"

Each and every year of our twenty-year history, we have emerged better than before. For that, I give tribute to the Past International Presidents, Boards and Chapter Boards that have given of their personal time and energy to build our strong organization and legacy! Continuing that tradition, I want to specially recognize our Past International President Jillian Van Dresser. During her tenure, Jillian and her Board expended tremendous time and effort to institute leadership that inspired change at all levels of our organization. They had great focus on evolving the international Board structure and modernizing how the NEWH, Inc. office services our members. As a result, more than ever, we are more motivated and productive as an organization.

We are in an extremely exciting time of growth. Our membership is expanding across the globe. In 2003, we chartered new Chapters in Southern Florida and Richmond, Virginia and also launched the first Canadian Chapter-in-Formation. We continue to work with Chapters-in-Formation in exciting places such as San Francisco, Memphis and Eastern Pennsylvania.

In February of 2004 I had the honor to lead our first International Board meeting in Dallas that completed strategic planning for the next several years. We have many exciting things planned, including our NEWH Leadership Conference in early 2005 (details to follow soon), an International Membership Drive, and the awarding of the first NEWH, Inc. Icon's of the Industry Scholarship Award.

Also in February, I had the honor to attend the HD Leadership Summit in Vail, CO on behalf of NEWH. The conference speakers were leading-edge and inspirational. There were many NEWH members, supporters and Corporate Partners in attendance, highlighting the close-knit industry in which we work. Many thanks to Michelle Finn and the HD/VNU organization for putting on a first-class event. We are honored and proud to continue the close partnership between our two organizations.

Congratulations, Happy Anniversary and thank you to all whom have served NEWH through their leadership, membership, sponsorship and support! We look forward to a highly productive and enriching 2004!

In the Spirit of Networking,
Jeanne Varney



Before Design Origins, it was just carpet.

Patty Madden, one of the creative faces of Design Origins.



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calendar of events

United States

april 14-15

25th Annual Las Vegas International Hotel & Restaurant Show
Mandalay Bay Convention Center
Las Vegas, NV
ph: 914.421.3206

april 18-20

2004 AmericInn Annual Convention
Minneapolis Convention Center, Hyatt Regency, and IDS Tower-
Windows on Minnesota
Minneapolis, MN
ph: 952.294.5272

april 19-20

Hospitality Financial and Technology Professionals (HFTP) Club
and Hotel Controllers Conference
Seaport Hotel & World Trade Center
Boston, MA
ph: 512.249.5333

april 22-24

2004 Asian American Hotel Owners Association (AAHOA)
Annual Convention & Trade Show
Gaylord Texan Resort & Convention Center
Grapevine, TX
ph: 404.816.5759

april 29-may 1

HD Expo 2004
Sands Exposition & Convention Center
Las Vegas, NV
ph: 773.728.5767

may 11-14

Caribbean Hotel & Tourism Investment Conference
Ritz-Carlton Golf & Spa Resort
Rose Hall Montego Bay, Jamaica
ph: 787.725.9139

sept 18-20

International Society of Hospitality Consultants Annual
Conference
Chicago, IL
www.ishc.com
Los Angeles, CA
310.785.6707

Canada

march 28-29

Saskatchewan Hotel Assoc. Convention
Saskatoon Inn, Saskatoon, SK
www.hotelsofsask.com

march 29-30

Canadian Hotel Investment Conference
Toronto
www.kpmg.ca/chic or

march 30

Accomodex
Ontario

april 4-6

OLTCA/ORCA Convention & Trade Show 2004 (Ontario Long
Term Care Association)
Metro Toronto Convention Centre
Toronto, Ontario

april 29-may 3

Esthetique SPA International 2004 Trade Show
Metro Toronto Convention Centre
Toronto, Ontario
www.spa-show.com

Europe

march 12-18

ITB/Hotel Investment Forum 2004
Berlin Messe

may 17-19

The Hotel Show 2004
Airport Expo Dubai Bar

may 18-21

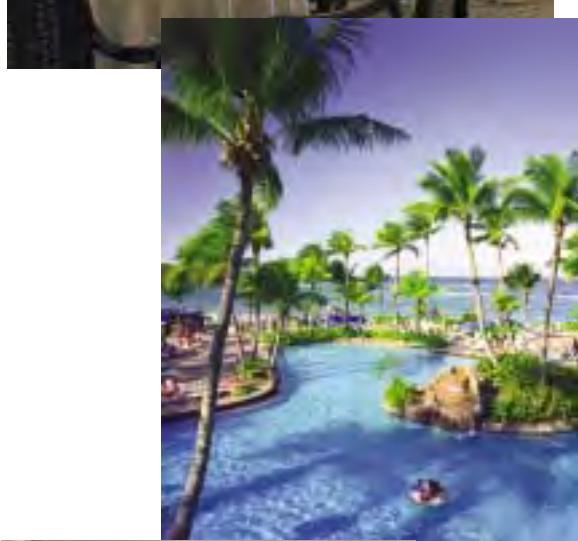
Spectrum 2004
Commonwealth Institute, London

may 24-29

Hotel Electronic Distribution Network Association (HEDNA)
Conference
Thistle Tower Hotel
London, UK
ph: 703.837.6181



John Q. Hammons and Pat Miller



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For more information on NEWH please visit www.newh.org

If you would like to submit an article for upcoming issues please contact Lisa A. Haude at 281.373.3769 or email lisah@paradigm-design.com

from the editor

let's take a trip...

Who would not want to have the opportunity to travel the world, visit exotic places or just relax at the beach? This issue is dedicated, from cover to cover, to the fascinating world of timeshares and resorts. Take a trip down memory lane and learn how the timeshare industry began, or imagine yourself sitting in your suite taking in the view of the Mountains as you sip hot cocoa in the colorful and beautifully appointed living room at the Valdoro Mountain Lodge in Breckenridge, Colorado.

In this issue, you will also see many new exciting features. First, I am happy to announce that NEWH is growing worldwide and I welcome two new editors to our Editorial Staff - Andrea Benner and Sue Lamont. Andrea will be responsible for providing us information from our neighbor up North - Canada and from across the pond, Sue will be reporting from the UK.

Second, we are introducing a new feature entitled "Top Hotel Developers" with our first article focusing on Mr. John Q. Hammons. Having built his first hotel in 1958, John provides a wealth of knowledge and some humor on how to survive the ups and downs of the hospitality industry.

And finally, I would like to extend a special thank you to Jillian Van Dresser, Herb Adcock and Judy Regan for their help in editing this issue.

In the meantime, enjoy your trip around the world as you visit the many timeshares and resorts featured in this issue.

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Photo courtesy of Carl Ross Design.
Valdoro Mountain Lodge, Breckenridge, CO



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Carpet so richly detailed, color photography will hardly do it justice.

(We have samples)



Aureus carpet from Northwest

is created using AltoChroma™ yarn and the Aureus Design System, an innovative pattern tufting technology that provides stunningly detailed pattern and color. The AltoChroma yarn system employs solution-dyeing for that rich look no printed pattern can rival. And, unlike most solution-dyed fibers, it's stain-resistant with no topical treatment applied.

Aureus with AltoChroma yarn: Everybody's thrilled about it
—except the photographer.

See for yourself at the HD Expo, Space 4603, or request a sample from your Northwest representative at 800.367.2508. aureuscarpet.com

hospitality news . . .

Projects

Tallest Replica Bamboo Grove in the World Graces Hotel Lobby.

The third floor lobby of the new Westin Hotel in Detroit is not what you expect. Guests are instantly surrounded by a 55-foot tall bamboo grove of varying heights that sprout from the lobby's floor and thrust upwards towards the eight story atrium ceiling. Patterned covers over the ceiling lights cast bamboo-shaped shadows on stone floors and mimic the shadows of the bamboo grove. This indoor paradise requires no watering, trimming or special lighting. This bamboo grove is made up exclusively of replica foliage, created and manufactured by **Preserved TreeScapes International** of Oceanside, California. For more information, visit www.treescapes.com or call 800.527.8884

Kevin Barry Fine Art of Los Angeles, California has licensed a series of TL Lange paintings from **Grand Image, Ltd.**, A Larry Winn Company, for the Mandalay Bay Resort and Casino. After securing a contract to furnish the rooms at the Manadaly Bay Resort and Casino in Las Vegas, Nevada, with framed artwork, **Kevin Barry Fine Art** turned to **Grand Image, Ltd.** to provide him with a customized catalogue of creative proprietary artwork. For more information regarding licensed artwork or to receive a customized proprietary catalogue, contact Buster Baba, Director of Publishing, at 206-624-0444, extension 120 or visit www.grandimage.com

Amtrend Corporation has been awarded a 2-year contract by **Harrah's Entertainment** to supply upholstered and exposed wood furniture for their guestrooms. As a preferred vendor, they will supply furniture to Harrah's Properties nationwide.

Architectural Concepts, Inc., (ACI) recently announced the completion of Phase 2 of the Lawrence Welk Resort Villas Renovation Project in San Diego, CA. The scope of ACI's work consisted of re-designing the soft good interiors while utilizing existing wall finishes, cabinetry and tile work. Furniture, fixtures and equipment (FF&E) included carpet, custom designed area rug, bedding, window treatments, artwork, accessories and kitchenware.

Mr. David's Carpet Service, Ltd. recently completed the installation of the Classic Residence by Hyatt - Glenview. Mr. David provided the installation of 18,000 SY of Burtco carpet for the public areas, 31,000 SY of Gulistan for the guest rooms, 350 SY of sheet vinyl for the dining and exam rooms and 13,000 SF of vinyl composition tile in the back of house areas.

Architectural Specialties of Pensacola, FL, an architectural woodwork manufacturer and installer, is proud to be a part of the team completing the new Gaylord Texas Opryland Hotel in Grapevine, TX. The firm also completed work in the Orlando Gaylord Palms several years ago.

Manhattan Construction in Houston recently awarded the **Pinnacle Hotel** project in Lake Charles to **Architectural Specialties** which was designed by Avery Brooks & Associates.

In June, 2003, **The Venetian Resort Casino** in Las Vegas, Nevada opened their new boutique tower 'The Venezia.'

Designer's Art & Accessories, (working with **SFA Design**), had the opportunity to create an art program of original paintings, inspired by the some of the greatest artists of the 'Italian Renaissance' including Giovanni Bellini, Giorgione and Titian.

Envel Design Corporation furnished all of the luminous column wraps, ceilings and walls, and other backlit surfaces in the public spaces of the new tower at Mandalay Bay Las Vegas.

New Employment/Promotions

Benjamin West opens office in Miami, FL, and John McDonald, Vice President, will run the office.

Brayton International, the 30-year old designer and manufacturer of high-end contract furniture, announces the addition of two individuals to its Executive staff, **Mike Paccadolmi**, as Executive Director of Operations and **Roger Schlick**, as Co-Vice President of Sales. Mr. Paccadolmi will lead Brayton's operations team consisting of manufacturing directors, engineers, materials managers, and craftspeople. Mr. Schlick will join Gina Chapman-Cox in leading Brayton's global sales strategies and leveraging new opportunities for the company. Schlick will be based in Grand Rapids, MI, while Chapman-Cox will remain at the company's headquarters in High Point, NC.

Ai Group Design - Atlanta announces the appointment of Architects **Dan Waterman** and **Jeff Connell** as Associates and adds five new members to staff - **Winardy Aten, Dan Anderson, Katie Getzinger, Greg James and Antaiwan Wilson**.

BBGM Interiors is proud to announce the newest partner in the firm - **Amy Jakubowski**. Amy has designed and directed a wealth of important projects for leading hotel operators and Fortune 500 clients. As principal, she will continue to work closely with clients and have increased responsibility for business development. A testament to her design and management skills, Buildings Interiors magazine has selected the Millenium Hilton, a project which Amy directed, as the winner of the Hospitality category in the magazine's annual Design Awards Program.

Jacques Bouvet et Cie is proud to announce the appointment of **Flemming - McMahon** for the greater Los Angeles market, **Jason** and **Sean** come to us from many years of experience in the hospitality industry. We are also pleased to welcome back **Jennifer Gustavson** for the Arizona and Las Vegas territories. Jennifer has done a great job for us in the past, and we are thrilled to have her back.

The **Gerrity Group** is pleased to introduce two new representatives - **Lisa Doptis** (covering the Las Vegas territory) and **Linda Burch** (covering the Reno, Carson City, Lake Tahoe and Northern Nevada territory).

New Lines/Products

LSI Wallcovering announced that the **Wallcovering Source** is the official distributor for all Cirqa commercial wallcovering products nationally. **TRI-KES, D.L. Couch** and **Eykons** are members of the strategic Wallcovering Source Alliance. Together, the three companies make up the largest sales team in the nation. **The Wallcovering Source** distributes nationally its own brand Source One, as well as Cirqa, Genre, Lanark and XQUEST. Each member of the Wallcovering Source Alliance also distributes a variety of wallcoverings and coatings in various regions, such as Len-Tex, Plexus, Sincol, Symphony, Terrapointe, Versa, York, Zolatone Interior Finishes.

TRI-KES Wallcovering Source has a new corporate image! Its new logo and Web site reflects TRI-KES' position as a leading innovator and distributor of contract wallcoverings and coatings.

Renaissance Contract Lighting & Furnishings. Founded by Troy Cook and Joe Cassell, RCLF brings together 13 years of contract lighting experience with more than 25 years of metal furniture and manufacturing expertise. You can reach them at 540.342.1548.

Northeast Textiles announces it has its converting business by opening an office in Boca Raton, FL.

Jacques Bouvet et Cie proudly launched their new collection, Eclectique, in January 2004. An exquisite array of transitional, decorative fabrics well suited for the hospitality and residential market. Please visit our new design website www.jacquesbouvet.com.

The Gerrity Group is pleased to announce they now represent Interior Crafts, Baldinger, LBI-Boydines and Boussac Fabrics. You can view these products at their new location - 3711 South Industrial Road, Suite 1&2.

Awards

Jonathan Nehmer + Associates, Inc. (JN+A) is pleased to announce that the Hilton Garden Inn - Phoenix, Arizona won the Best Conversion of the Year award at the Hilton Garden Inn Focused-Service Brand Conference Awards for 2003. The project is the first significant conversion within the Hilton Garden Inn system. JN+A of Rockville, MD, was the Architect and Project Manager for the conversion. Other project team members included **HVScompass Interior Design** and **Benjamin West Purchasing**.

Amtrend Corporation was awarded Denny's "Fixture & Equipment Vendor of the Year Award for 2003" on February 11, 2004 at Denny's Corporate office in Spartanburg, South Carolina. Amtrend has been supplying Denny's with their Interior Seating Packages for several years and this is the culmination of years of excellent service and dedication.

The U.S. Environmental Protection Agency (EPA) and the Department of Energy (DOE) have named **Sea Gull Lighting Products, Inc.** as an ENERGY STAR Partner of the Year for its outstanding contribution to reducing greenhouse gas emissions by making and promoting energy-efficient products. Sea Gull Lighting's accomplishments will be recognized at an

awards ceremony in Washington, D.C. on March 2, 2004

Brayton International, a Steelcase, Inc. company and manufacturer of high end contract office seating, was recently recognized with the American Power Conversion's Secure Network-Critical Physical Infrastructure (NCPI) award. This newly created award recognizes companies that are determined to reduce costs and improve the overall reliability of their IT systems and networks by installing APC's InfraStruXure(tm) architecture. Brayton International joins a list of nine companies nationwide that have received the Secure NCPI award.

The Community Associations Institute, Greater Inland Empire Chapter (CAI-GRIE) recognized **Pacific Sun Casual Furniture** director of marketing Nancy Sidoruk as Outstanding Committee Chair of the Year. The honor was presented on Friday, October 10, at the chapter awards program and annual meeting, held at the Riverside Art Museum, Riverside, CA. As chair of the CAI-GRIE magazine committee, Sidoruk is editor of the chapter's bi-monthly publication, Community Association News.

SOSH Architects' design for Trump 29 Casino Resort in Palm Springs, California, received First Prize honors at the first annual Sarno Awards Ceremony, held in Las Vegas, Nevada on Monday, October 13. The design of the newly expanded Trump 29 property took top honors in the Architectural Design, Redesign of a Casino Resort category.

The Hospitality Design Conference & Expo has been named by Tradeshow Week (TSW) as one of the 50 fastest growing tradeshows in North America in recognition of its net square footage growth from 2000-2002. The Hospitality Design Conference & Expo is held annually in Las Vegas, Nevada and is produced by VNU Expositions and Hospitality Design Magazine. The Hospitality Design Conference & Expo is supported by NEWH and IIDA. The TSW Fastest 50 was honored at a black-tie gala November 8 at Houston's Four Seasons Hotel in conjunction with a weekend of events designed to celebrate and recognize the successes of the tradeshow industry.

Scholarship & Student News

Las Vegas International Hotel & Restaurant Show adds Career Fair. The 25th annual Las Vegas International Hotel & Restaurant Show® (LVIHRS) is offering its first-ever Career Fair in an effort to provide resources for students who are looking for employment opportunities within the hospitality industry. The career fair will occur at the LVIHRS on April 14-15, 2004, at the Mandalay Bay Convention Center. LVIHRS attendee registration is \$25 until April 1, and \$35 after April 1. Additional information and registration is available online at www.lvhirs.com or by calling GLM's Customer Service Department at (914) 421-3206 or (800) 272-SHOW.

Each year in June, **Wilson & Associates'** Beverly Hills office holds their Point of Excellence Awards Luncheon which contributes to the Wilson Education Foundation (founded by owner, Trisha Wilson in 1977) and benefits financially disadvantaged high school graduates with 4-year scholarships. **Wilson & Associates** also presents The "Point of Excellence" award to a deserving Vendor and Service

Consultant who has exhibited exemplary service and performs above and beyond the expectations of Wilson's staff. The Point of Excellence Awards 2003 Recipients were as follows: Rocky LaFleur (who is now with Kneedler-Fauchere) and Frank Hallberg, from AAA Packing & Shipping Co.

Miscellaneous

Linda Rogers would like to extend her gratitude to the NEWH Dallas Chapter of NEWH for their prayers, get well wishes and donations during her recent hospitalization with acute pneumonia.

Badger Lite is proud to announce that they will be celebrating their 50th anniversary this year.

In Memory

Peter Kaufmann, 86, founder of P. Kaufmann, Inc. passed on January 20, 2004. Mr. Kaufmann's leadership, dignity, caring, and compassion were both inspirational and remarkable. He was a man who believed in being successful but he did not believe that success should be achieved at any cost. Mr. Kaufmann came to this country after World War II and founded the company in 1957. Initially the company distributed man-made fibers but eventually entered the decorative fabric business as a distributor of printed linens. Over the years,

the company expanded through growth and acquisition and today is one of the leading converters in the industry, employing over 400 people. Amongst Mr. Kaufmann's legacies is the respect and generosity with which he treated his employees and the foresight he had in preparing a younger generation of leaders to take over the management of the company at a time that Mr. Kaufmann was still vibrant and capable of running the company he founded. For anyone wishing to make a contribution in memory of Mr. Kaufmann, he was involved with both Citymeals-On-Wheels (355 Lexington Avenue) and City Harvest (575 8th Avenue).

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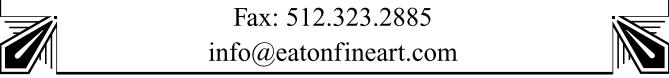
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The Edgemere project celebrates the colors of the fruits and earth of fertile Tuscany, along with architectural details found nowhere else. Our Durkan rep helped us capture the intricate medallions, leaves, garlands and geometric designs of palazzi architecture we wanted for the dining room carpet pattern. It's perfect and it's wearing very well.



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in memory...

Thomas R. Durkan, Sr.



Mr. Thomas R. Durkan, Sr. of New York City and Dalton, Georgia passed away on Tuesday evening, November 25, 2003 at this home in Georgia. Mr. Durkan was the founder of Durkan Patterned Carpet, Inc.

Mr. Durkan was born in New York City on October 18, 1925, the son of Irish immigrants Thomas R. Durkan and Beatrice Joyst Durkan. He served with the 8th Army Air Corps in the European Theater during World War II, and graduated from Fordham University in 1949. After founding the company that would become Durkan Patterned Carpet, Inc. in 1971, Mr. Durkan introduced new technologies that revolutionized the carpet industry. He retired in 1996, after selling Durkan Patterned Carpet, Inc. to Mohawk Industries, Inc., where he had begun his career 45 years earlier. Mr. Durkan often said that the secret of his success was that he had discovered the power of women in business. He was active in many business, philanthropic and community endeavors in Manhattan and Dalton.

Mr. Durkan is survived by a sister, Mary Durkan Kinzie of Belle Harbor, New York; his children, Tara E. Durkan of Redondo Beach, California; Thomas R. Durkan, III, of Dalton, Georgia; Patricia A. Durkan of New York City; James P. Durkan of Chattanooga, Tennessee; and Charles W. Durkan of Dalton, Georgia; and seven grandchildren.

Icons of Industry Scholarship

NEWH proudly announces a new scholarship for students pursuing careers in the hospitality industry....

Icons of Industry Scholarship

This scholarship has been designed to honor an individual who has contributed significantly to the hospitality industry – with the first year honoring the beloved Thomas R. Durkan, Sr., founder of Durkan Patterned Carpets, Inc.

More information to come soon.....

A Dream Is a Wish Your Heart Makes*

Thomas Durkan Sr. was indeed an icon of the hospitality industry. His dedication to the field of hospitality design was equaled only by his determination to produce the best possible patterned floor covering for hotels and restaurants. He would not settle for best in terms of quality, aesthetics, or cost effectiveness - his goal was to achieve three features combined.

Throughout his career Tom Sr. seemed to know he would eventually find a niche in commercial carpets where the little guy could compete with industry giants. Braving the odds, bankruptcy and strong competitors, he persevered. But not until he focused on hospitality carpets and the designer specification process, did he find his formula for success.

Tom Sr. became the father figure for designers, and the entire industry, for that matter. He differentiated his company by making specification of Durkan patterned carpets bullet proof. After studying the market, he discovered this area was often neglected by design schools, and he firmly believed a knowledgeable customer service staff and well-trained sales force would give Durkan Patterned Carpets an incomparable advantage. He wanted designers and their clients to be pleased with his product's fulfillment of their design and performance expectations, and he continually reinvested company profits toward that goal. After all, his name appeared on these carpets!

The Durkan family would like to endow this scholarship for deserving students who have the will and fortitude to embrace Tom Sr.'s determination, unfailing dedication and entrepreneurial dream come true: success and self-fulfillment in a wonderfully creative, rewarding and ever-challenging industry.

Sincerely,
Patricia A. Durkan

top hotel developers...

John Q. Hammons

by: Pat Miller and Wendy S. Clark, Leo A. Daly



John Q. Hammons and Pat Miller

'If you don't know how to say yes to a customer...go pick strawberries'

- John Q. Hammons

PM: How did you get started in the hotel development business?

JQH: Well, I got started by being interested in it. In the earlier part of my career, I was in shopping centers and land developments, sub-divisions, office buildings and warehouses. That took about 10 years, and then I got aggravated with a defeat in a zoning case so I went out to California and I found Del Webb's highway houses being built, and he was moving right along from California into Phoenix and west, through Tucumcari and Amarillo and Oklahoma City and Tulsa. Then he branched into the Sun Cities, so forth and so on. He originally came out of Fresno because he had built a townhouse there, which was a combination of office building and hotel. That was very interesting, what he did there. I saw that and so that's where I got interested in the hotel business.

Then one day Roy Winegardner, who was a plumber; he and I teamed up. We went down to see Kemmons Wilson and bought 10 Holiday Inn franchises. They were located in the states of New York, West Virginia, Ohio, Kentucky and Tennessee. Those were our first ones, so instead of building 10, we built 30 in a 10-year span. The rest is history. We formed Winegardner and Hammons in 1958, then Roy Winegardner became chairman of Holiday Inns for a brief period of time, like two years, and he semi-retired after that. But I formed the John Q. Hammons

Hotel Company, and we've now been building at the rate of four to five a year. Last Friday we opened the eight-story, 225-room Marriott Courtyard in downtown Oklahoma City in the big development called Brick Town. So that makes our 150th hotel.

PM: Could you tell me personally how growing up in the Depression shaped your approach to business?

JQH: Well, in those days we were denied the modern conveniences we have today in many respects, so if you want to succeed you just grind it out. So, I guess I had the fortitude built in to try that, and so what I've done has all been since 1948. Prior to that I had been teaching school and working on the highway in Alaska for two years, then went off to war for two years, then I came back and picked Springfield, Missouri, to try to be successful in the business world. So that's where we are today.

PM: You're famous for your extraordinary knowledge of the U.S. interstate system. What has its impact been on your business decisions?

JQH: Well, there's no question that it helps. But frankly, if you're gonna be successful, you must stay focused on what you're going to do and don't detour and don't allow anyone to get you off track if you think you're right. You've got to know the United States and its economy, its greatest division of enterprise and the opportunities. You've got to learn how to do business in all states, keep that in focus and learn to live with all the troubles you hit. You've got to learn to live with all the changes that are materializing.

Time changes so fast and our workers' production in the United States is tremendous. And every generation that comes along is different. In the 1940s, '50s and '60s - those were all great periods - but the people who did business then didn't branch out to learn what was going to happen in the '70s. I used to make the statement that if you do business in the '70s like you did in the '60s, you'd never see the '80s. Or you can apply that to any three 10-year periods.

So, in the hotel business, what people did in the previous 10-15-20 years is not what the new generation is looking at today. The magnificent advancement we make in high-tech everything totally changes everything, and if a man comes home and he tells his wife, "I'm going to get you

a '58 Buick for Christmas," and it happens to be '94, he should think about that statement. She doesn't want the '58 Buick, she wants the current model.

In the hospitality business, you've got to understand and determine that - like the '58 Buick - when you build a style of housing, if you build in the '50s, you are satisfying that generation, but when the '60s come along, or the '70s or the '80s and the '90s and the 2000s, every 10-year period is so different. It just changes overnight almost. So that's the reason I say if you know the whole United States and you know the freeway system, for instance, it's so easy to know. You've got to know where these connectors are, where the feeder points are and the depth of that traffic.

PM: Do you also research where the new roads are going?

JQH: Oh yeah. But basically, if you're running your business, in effect for United States travel, industry, trade and traffic or whatever, you've got your leisure, you've got business. That's the backdoor of America, it's not travel. Cause they've got to have a job to even travel.

PM: I just came from the America's Lodging Investment Summit Conference, and the hotel companies were talking about their family of brands. I noticed in one city, like Oklahoma City, you own multiple products. Is that a favored strategy of yours?

JQH: No. Any time a brand is important it's because it has that reservation system. I know a city that I want to put a Marriott in, and I'm planning to do that, but I'll tell you what, I'm having really careful selection in my thoughts on what to do. They've already got two Residence Inns in the area, they've got two Fairfields in the area, they've got two Courtyards in the area, and now they've got one of these new companies. It's all on that reservation system. Why do they need a Marriott that costs more money? So therefore, I can see why the majors want to do that, because they're in the fee business, they're in the income business and the more opportunities to get fees makes them happy. But the individual that goes upscale and spends a lot of money has got to be damn careful.

Now I want to make another point. When all these little companies started to expand their brands, I noticed in California these little clusters, as many as four in one spot, usually just three, and they could only get in zoned areas. So here comes one and he's very successful, so here comes another, then another. So they have all these different brands, makes, sizes, shapes, colors, 50 rooms, 100 rooms, 68 rooms, 111 rooms, that's all it was. Cheap, economic. So, you know I went out there and I saw all that development and I went from freeway to freeway and I found spots like that starting in California, and that was 22 years ago. I said that is gonna swallow America and it'll do it in 15 years. And it did. What did I do then? I switched to upscale.

The last two to three years, since 9/11, we have been one of the leading developers, developing four to five 4-star hotels a year. But I also picked out 22 locations that have universities and state capitols and that's where I put them. Because when recessions come along, kids get to school and the people pay for them. And the people on the payroll in the state capitol, they still get paid. So it's a bellwether that saves you. So I was careful to pick out some big ones. If I have one over here that's really getting punctured because of the economy, I've got these properties holding it up.

And, of course, we had those convention centers. I knew that in days gone by, the Miami's, the New York's, the Chicago's, the San Francisco's and the New Orleans' were the principal cities that attracted great big conventions. I knew that they were leaving the northeast, and were going to the south where they had better working conditions and laborers. I began to notice that these industries, they have pockets. You'd have a little town over here with four, five or six. You build you a hotel and you build a convention center and you build an atrium on the inside.

You know why I build atriums, don't you? We had a terrible incident at one of our properties in 1979. It's a security issue. Women like these indoor halls where they're in view all the time. So I never build a hotel without an atrium, and then I put this convention center on there because I'm going to get that business. But the people that built in the '50s, '60s, '70s, even late '40s, they built the old style hotels because everybody else was doing it and they were doing pretty good. They're not going to buy that, 10 to 15 years later they don't want that, they want the new deal. Here comes Hammons with those atriums and that convention center, because you're not going to pay the cost of an airline ticket to go to New Orleans or Miami or New York or San Francisco or Seattle, you're just not going to do it. You, the business, have to watch your pennies, so they all drive 40, 50, 100 miles and they have their meetings there. There's availability there.

PM: Your architect, Steve Minton, says that when you walk into a hotel, especially a John Q. Hammons property, that you wish to see an atrium with a waterfall, skylights and trees. What do these design elements mean to you?

JQH: Well, when that guy walks up to the desk, and he wants to check in and he asks for the rate and they say, "It's \$110," well he didn't want to spend that much, but he looks around and he studies a minute, he looks around, he sees the nice trees and the waterfalls and really a lovely interior and he says it's worth a little more. So, his hurt doesn't go away, but it subsides. They realize that they're getting something for their money. And if you don't know how to say yes to a customer and treat him right, get out of the damn business.

PM: How did you come up with the idea of Chateau on

the Lake (in Branson, Missouri)?

JQH: OK, 28 years ago I bought 28 acres. I hired a guy in a jeep to go up to the top of that little mountain cause that's the only way I could get up there. So, I sat up there about two hours and studied it and I said here's where I'm going build a kind of a castle. I didn't call it a chateau, I just said a castle. It's got all these views, a great body of water, there's a dam. Everybody wants to see a dam, but they don't know what they're seeing, but they go there anyway. "We've gotta go to the dam." The worst view you ever had was behind the dam, but when you get up on the mountain and you look down, it's a fabulous view, so I said that's what I'm going to do.

But I didn't do that just because it had a nice view. Principally in the '20s and '30s and to some degree the '40s, there had been a lot of great hotels built, like the Broadmoor, like the Grand on Mackinac Island. Age is paying its price and they try to hang on and they bring them all back. But I wanted to build a new type on the lake in the modern day. Now, at the time I bought that, it was only a two-day mule ride to Branson. There was nothing else going on. So, then Branson came along and multiplied. When I built it, I put in my own cash, I could not get a loan. They thought "that Hammons is over the hill, he's done, he's drinking something."

PM: You're known for the high quality of your hotels, but how do you keep costs under control?

JQH: That's a big problem. Well, the answer is you never keep them totally under control, but with the experience we've had and the contractor we use, we get within the framework with which we can build.

PM: OK, so it's keeping the team together.

JQH: That's right. And the experience.

PM: Most employees in your organization have been with you well over 10 years and many, far longer. How do you develop and retain such a loyal team?

JQH: Well, we treat them right. We believe we pay them right. They're with a company that is progressing and they see advancement opportunities being made. They see that we're in the flow of what goes on in the field of hotels and that we're financially sound and they see that we can keep progress moving forward and I think that does a lot. They want to be part of it and they are a part of it. We make it that way. But we're always creating and building something different and new and upscale and they want to do that too.

PM: You're an advocate of negotiating deals that are a win-win situation for all concerned. Can you explain how you achieve this, as well as what do you mean by your business rule: never let your ego out distance your judgement?

JQH: In regard to success in the hotel business, you never forget, don't build unless there's a market. Don't

build unless that market is stable and don't build if you have any question whatsoever that business is going to shift on you very early in the game...don't do it, just don't. But if you get the right market first, then get the site next - because you can get a perfect site out in Hutchinson, Kansas, west of Wichita, but no people. You've got to have a market. In the age of building hotels, in the past everybody said, "Well you can see it and you can get to it," and that's all well and good, but if there's not enough people going to get to it, it doesn't mean anything. So it's market, and the strength and the depth of the market. Do not forget those two words.

PM: Of all the deals that you've made, which do you consider the most successful and why, and the least successful and why?

JQH: Well, we've had a few surprises. We've been caught two or three times where markets have moved on us, but it was the economy doing the dirty work, not us and not the local. But it's affected, you know. One day we had the two towers in New York, the next day we didn't. So things do happen. But if you do your homework and you're pretty sure of your experience record as to what makes the thing stay or leave or rise or fall, why you've got to understand that. You've got to know about business, because we're in the business of hotels. Hotels are the business and if you don't know how to say yes to a customer, get out of the damn business. Go pick strawberries.

PM: What is your advice for the next generation of hotel developers and owners?

JQH: Use the best principles of being a success in a business. Stay focused. Don't ever lose sight of what makes businesses succeed.

PM: I know that you've studied the leadership style of famous leaders like George Patton. What makes a good leader, like you?

JQH: Well, I don't know that I'd put myself there, but the leaders of yesterday, and today also, they follow the principles of being successful. They don't lose sight, they stay focused on what they're doing.

PM: You're known as a generous philanthropist. What has philanthropy contributed to your life?

JQH: Well, if you're in a community and you're successful, it's not an accident. There are contributions by both. The community contributes and you do too. And I believe this, that if you're successful, you need to share it and that's what I do, so I do practice a little philanthropy, I've done a lot of it.

PM: How do you stay in such great mental and physical shape?

JQH: Well, I stay focused on what I do. I'll be 85 on Feb. 22 and my memory is not as good as it used to be when I was 80, but it's still acceptable I think.

PM: And what do you do to relax?

JQH: Work.

PM: Are you still planning to retire October 1, 2011 at 1:00 p.m.?

JQH: That date is probably still workable.

"John is someone who not only has made tremendous impact on the hotel development and management arenas for 45 years, he is as big-hearted as they come...we are proud to call you our partner and friend."

- Tom Keltner, President

Brand performance & franchise development group, Hilton Hotels Corporation

John Q. Hammons Hotels Facts

- Own 47 hotels, 11,629 guest rooms and suites in 20 states
- Manage 9 hotels, 2,075 guest rooms in 5 states
- Operate primarily under the Embassy Suites, Holiday Inn and Marriott trade names
- Most hotels are located in or near a state capital, university, airport, corporate headquarters or office park
- Built his first hotel in 1958
- Recently opened their 150th hotel – a 225 room Courtyard by Marriott in Oklahoma City, OK
- Typically builds 4-5 hotels per year

Hilton Awards

- April 2003-Deal of the Year Award

Embassy Suites Hotel-Hot Springs, AK

This 250-suite hotel will be connected to the Hot Springs Convention Center via an overhead, all-weather walkway. Designed by John Q. Hammons Hotels, this upscale Embassy Suites Hotel will boast a contemporary architectural style that complements the design of the convention center, scheduled to open during the fourth quarter of 2005.

- April 2002-Connie Award

Hilton Hotels Corporation presented a Connie Award (named after company founder Conrad N. Hilton) to John Q. Hammons, chairman and CEO of John Q. Hammons Hotels, Inc (JQL). JQL is the nation's leading independent builder, developer, owner and manager of upscale full-service hotels, resorts and suites.

Hammons represents one of the most committed developers within the Embassy Suites Hotels® brand, having opened 18 hotels within the past 12 years, with two currently under development. Hammons also has opened two Hampton Inn & Suites® and two Homewood Suites® by Hilton properties, reflecting his loyalty to the Hilton Family of Hotels. The company also recognized Hammons for his

impressive philanthropic efforts within the Springfield, MO community, representing more than \$50 million worth of donations.

- April 2002-Embassy Pride Awards

Embassy Suites Hotel-Lincoln, NB (ranked #1)

Embassy Suites Hotel-Charleston, SC (ranked #2)

Embassy Suites Hotel-DFW North, Dallas, TX (ranked #4)

Embassy Suites Hotel-Greenville Golf Resort, SC (ranked #8)

Embassy Suites Hotel-Raleigh-Durham, NC (ranked #10)

Embassy Suites Hotel-Portland Airport, OR (ranked #11)

- April 2002-Most Improved Product Score

Embassy Suites Hotel-Columbia-Greystone



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A preview of what to expect:

- NEW renovation solutions for expanding brand and concept segments.
- NEW ideas for themed environments, entertainment and destination dining.
- NEW opportunities as hospitality merges with multi-housing concepts.
- NEW rebranding and refurbishment tools & solutions.
- NEW customized Conference tracks for Hotel, Restaurant or General Design.
- NEW individual session pricing - choose only the best fit for YOU!
- The GREATEST collection of minds in the industry, including:

Chef and Restaurateur Charlie Palmer

Paul Keeler from Hilton Hotels

Dieter Hannig from Disney

And over 35 more!

And the industry's best and most important networking events:

- PARTY BY THE POOL

Friday, April 30, 2004 * 5:30pm - 7:30pm Poolside at the Venetian Hotel. You'll meet new colleagues and catch up with friends at HD's legendary networking event. This event has been a sell-out splash for years, so get your tickets early!

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IDEA

NEW

HD Expo at a glance...

Wednesday, April 28, 2004

Pre-Show Conference Sessions

2 pm - 3:45 pm HD two-part conference session

Successful, Distinctive Bath and Spa Design

Part one: Designing Great Hotel Bathrooms

Presenter: Peter Schor, founder and president, Dynamic Results, Inc.

Are you up-to-date on new bath design technology and bath trends? In luxury hospitality, can you meet or exceed the expectations of hotel guests paying \$500 and up per night? Across all levels and design budgets, can you maximize bath layout, function, and material selection? Discover what's new in bathroom product design, and hone your inventive instincts for what works best in the bath.

Part two: Spa: Designing for the Uniqueness of Place

Presenter: Robert D. Henry, principal, Robert D. Henry Architects

As spa goods and services from around the world become more plentiful, they become harder to distinguish from one another. Only the unique cultural, historical, and natural context of a spa's site and conditions differentiate the spa experience. Learn which design characteristics translate into memorable experiences by taking a visual journey through specific, architectural regional case studies from spas in Rotorua, New Zealand; Bad Ragaz, Switzerland; Taipei, Taiwan; Santa Fe, New Mexico; and Las Vegas.

4 pm - 5 pm Forecast 2004 and Beyond

Presenter: Laraine Turner, vice president of marketing, Natural Color System

Explore color in design from the psychology of human perception to technological advances in production, consistency and forecasts. Study diverse color influences from industry (automotive to appliance), fashion and nature. Learn what's hot now - and what's to come - in the wonderful world of color.

Thursday, April 29, 2004

Conference Sessions

concurrent sessions

9:30 am - 11 am Focus on Lighting

Presenter: Paul Gregory, founder and principal, Focus Lighting, Inc., Architectural Lighting Design

In every project, there is a definite need for quality lighting. Excellent lighting will enhance the uniqueness of any design. Poorly used lighting can diminish the impact of even the most exquisite concept, rendering it completely ordinary. Explore diverse projects including New York's Chambers and Tribeca Grand Hotels, Morimoto Restaurant in Philadelphia,

Connecticut's Mohegan Sun Casino, and the flagship Toys 'R' Us in Times Square for lessons in what works in light.

9:30 am - 10:30 am The Architecture of Place

Presenter: Peter H. Dominick, Jr., FAIA, president and chairman, 42/40 Architecture, Inc.

True journey isn't visiting new places, it is seeing with new eyes. In the world of place-oriented architecture versus mere building, Peter H. Dominick prefers the former and makes a compelling case for creating unique environs. With keen insight from architectural commissions ranging from Disney's Grand Californian and Animal Kingdom Lodge to The Lodge at Vail and Deer Crest Resorts, Dominick explores the essential aesthetic - quality - that makes unique places so.

11 am - 12:30 pm IIDA thinktank

Leading-Edge Hotel Design

Moderator: Julia Monk, IIDA, principal, BBGM/Brennan Beer Gorman Monk

Presenters: Robert Glazier, co-founder and principal, Hill-Glazier Associates; Maria Mendoza, IIDA, interior designer, Swanke Hayden Connell Architecture; Cheryl Rowley, founder and principal, Cheryl Rowley Design; Dawn Starling, IIDA, president, Starling & Associates; sponsoring organization: International Interior Design Association

From exterior to interior, function to features, what's changing in the way hotels are designed? What's the buzz internationally? What styles, trends, concepts, and project types are hot now? With a range of participants showcasing an incredibly diverse array of global projects, learn what's new where, with an eye on future design direction.

concurrent sessions

1 pm - 2:30 pm Restaurant/Design Recipes for Success - Chefs and Their Designers

Moderator: Michael Adams, editor in chief, Hospitality Design Magazine

Presenters: Rick Moonen, chef/proprietor, Oceania and RM; Charlie Palmer, chef/restaurateur, Charlie Palmer's Steakhouse, Dry Creek Kitchen, Aureole, Kitchen 22; Cass Calder Smith, principal, CCS Architecture Martin Vahtra, co-founder, Projects Lab

The relationship between chef/owner and designer can be intense, volatile, and frustrating, but the rewards are great if true symbiosis is achieved between these highly charged, artistic sensibilities. In this session, notable chefs and their equally notable designers for new, high-profile restaurants chart the sometimes rocky road to blend menu and décor.

1 pm - 2:30 pm ASID forum

Making the Business Case for Green Hotels

Presenters: Penny Bonda, FASID, L.C. Clark Publishing

Company; Deborah Lloyd Forrest, FASID, principal, ForrestPerkins LLC; sponsoring organization: American Society of Interior Designers

Did you know that being environmentally responsible can favorably affect your bottom line? With its enormous combined buying power, the hotel industry can be a significant leader in preserving energy, sustaining dwindling natural resources, and ensuring indoor environmental quality. Owners, architects, interior designers, asset managers, purchasing agents, and hotel engineering executives will learn how applying concepts and strategies of sustainability and making responsible choices when specifying or purchasing products can support profitability and provide opportunities for favorable public relations.

3:15 pm - 4:30 pm Perception Design

Presenter: Kevin Kelley, AIA, principal, Shook/Kelley Design

Before laying pencil to paper on a design project, the teams at Shook/Kelley spend extensive hours studying, observing, and decoding how people eat, shop, live, and convene. By decoding customer attitudes, they can convert complex business strategies into “two-second icons” that cue and trigger emotive values in consumers. In an approach called “Perception Design,” Kelley merges brand strategy, communication design, and architecture. View a range of projects that employ the technique, and discover why it makes sense for hospitality.

3:15 pm - 4:30 pm AH&LA forum

Will Hospitality Design Practitioners be Certified?

Sponsoring organization: American Hotel & Lodging Association

Moderator: Mark T. Bischoff, AIA, project manager, Cole + Russell Architects Inc.

Panelists: Bruce Ford, vice president, Lodging Econometrics; Rebecca D. Jones, principal, R.D. Jones & Associates, Inc.; Roy Kennington, senior vice president, Educational Institute of the American Hotel & Lodging Association; Jessica Lytle, director of member services, American Hotel & Lodging Association

Should hospitality design professionals be certified? The Educational Institute of the American Hotel & Lodging Association is launching a program to educate, test, and certify practitioners in this specialty area - as an offshoot of the Master Hotel Supplier designation already in existence. Hear from leading architects, interior designers, and American Hotel & Lodging Association Educational Foundation representatives who share their views on offering certification to define this unique field of expertise more successfully. In this forum, learn the pros and the cons behind the effort, explore the what-ifs for your own practice, and let your ideas be heard.

Friday, April 30, 2004

Conference Sessions

9 am - 10:15 am HD/ISHP Town Hall Meeting

Moderator: Alan Benjamin, founding president, International

Society of Hospitality Purchasers, and managing partner, Benjamin West

Part one: State of the Industry

Presenter: Stephen Rushmore, MAI, CHA, founder and CEO/president, HVS International

Part two: Hotel Executive Forum

Presenters: Julie Purnell, vice president development, Loews Hotels; William H. “Bill” Reynolds, senior vice president development and acquisitions, Meristar Hospitality Corporation; Karen Rubin, CRE, CHA, MAI, vice president development, feasibility, and analysis, Starwood Hotels and Resorts Worldwide

View the hotel industry - its current health, challenges, and trends - from the perspective of owner/developer/operators and through various economic reports. What's more, the International Society of Hospitality Purchasers' (ISHP) proprietary study with Hospitality Design Magazine for HD04 reveals the latest stats on purchasing/design trends across the U.S.

concurrent sessions

10:30 am - noon Design Documentation: Avoiding the Top 10 Mistakes

Moderator: John Hardy, president and CEO, The John Hardy Group, Inc.

Panelists: Robert “Bob” Harnach, president, Richmond Textiles; Martin B. Stringfellow, president, Martin B. Stringfellow Company; Roger G. Hill II, CEO, The Gettys Group, Inc.; Robert C. MacKenzie, former managing director, Cornerstone Real Estate Advisers

Glam it's not. But the documentation process is among the most critical areas of architecture and interior design. It demands top quality. Mistakes in design documentation can break organizational productivity, projects, even careers. Learn how to chart a positive and constructive approach toward improving the documentation process, and hear from key industry leaders who aim to help make progress industry-wide.

10:30 am - noon Branding Success - Team to Concept to Execution: An Interactive Session

Presenters: Denise Korn, founder and principal, Korn Design; Michael Bonadies, partner, Myriad Restaurant Group

The team behind legendary projects - including Nobu, Henrietta's Table, and Great Bay - talks process. Particularly, the process behind cohesive, successful brand integration. In a visually engaging format, explore design/creativity, branding, project development, and marketing strategies, with ideas beyond the basics for restaurant owners, developers, and designers. Then, pursue an interactive exercise that offers opportunities for applying Korn's and Bonadies' principles to your own projects.

12:30 pm - 2 pm IIDA thinktank

Hot Restaurant Trends

Presenters: Michael Berry, president and COO, Back Bay Restaurant Group, Inc.; Jamie Cardy, founder and CEO, The Cardy Group; Paul Keeler, vice president, food and beverage,

Hilton Hotels Corporation, [additional presenters to be announced]; sponsoring organization: International Interior Design Association

In the \$490 billion restaurant sector, the only constant is change. Now that design, décor, and concept have emerged as unmistakable ingredients in most success formulas, it's time to reassess direction and trends – architecture, interior design, menus, project types. In its Second Annual Restaurant Design Thinktank at HD, the International Interior Design Association brings together owners, operators, and developers to discern the latest and greatest in the restaurant business.

2 pm - 3 pm The Strategy of Design: Designing to Increase Marginal Revenue

Presenter: Alexandra Champalimaud, ASID, founder, Champalimaud Design

From the cutting edge of contemporary to the reinterpretation of the traditional, aesthetics and their success rest with the bottom line. Designers must qualify their designs by clearly dovetailing strategy and concept to impact the bottom line of a property favorably and to yield strong, long-term results. Learn the philosophy of strategic design with Alexandra Champalimaud as she and a client-owner delve into case studies including The Ritz Rancho Mirage (Rancho Mirage, California); The Westin St. Francis (San Francisco); and The Berkeley Hotel (London).

concurrent sessions

3:30 pm - 5 pm Diversity in Design

Moderator: Kelly Beamon, executive editor, Hospitality Design Magazine
[additional presenters to be announced]

Minorities are growing visible in U.S. architecture and design, but where are they in hospitality? For example, a reported 60 percent increase in registered African-American architects over the past 12 years is not reflected in media coverage of designers winning hotel, restaurant, and spa design commissions. Hear academics and researchers - along with minority designers achieving fame with residential project types - explore challenges, advancement opportunities, and access when it comes to today's big hospitality jobs.

3:30 pm - 5 pm Hospitality Foodservice-Necessary Evil or Tremendous Opportunity?

Moderator: Ken MacGregor, CEO, Ricca Newmark Design
Presenters: Dieter Hannig, vice president of food and beverage, Walt Disney World; Marty Miles, vice president, food and beverage, Harrah's Entertainment

Signature hotel dining had its heyday, but savvy owners and operators are still scoring big gains in lodging venues with the right mix of excitement, cuisine, and clientele. Can you make hotel dining work successfully? What's next in service styles and eating trends? Hear from leading lodging companies that are constantly tweaking foodservice - and profiting from the results.

Saturday, May 1, 2004

Conference Sessions

9:30 am - 11 am Digital Architecture: Embracing Emerging Technology

Presenter: Paul Doherty, president and CEO, The Digit Group

Your future depends on embracing technology and incorporating its staggering potential into your projects. In this state-of-the-art presentation, learn to recognize emerging technology — and the effects of integrating it with architecture and interior design practice. Viewing case studies worldwide, understand how projects have been transformed by myriad technological advances, including technology once the purview of elite digital animation studios. Make certain you know the concepts, terms, and techniques that are required in today's marketplace to keep you ahead of the technocurve.

concurrent sessions

11:30 am - 1 pm Fab Restaurant Design Beyond First-Tier Markets

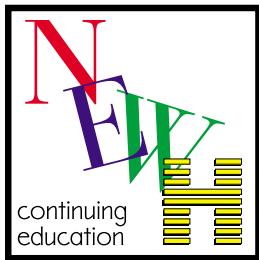
Moderator: Stacy Shoemaker, associate editor, Hospitality Design Magazine
Presenters: David Schultz, principal, DAS Architects; Larry Wilson, principal, Rink Reynolds Fisher Wilson PA.; Matthew Medure, owner, Matthew's and Medure Restaurants

The majority of designers and developers are not opening restaurants in New York, Chicago, or Los Angeles. However, they still make big statements in smaller markets (think San Diego, Jacksonville, Denver, Tampa, Philadelphia, Dallas, Houston). HD associate editor Stacy Shoemaker tracks the trends as design teams struggle to balance cutting-edge style with design that attracts loyal local customers. A panel of restaurateurs and designers talk growth and advances, with insight on what's working where now.

11:30 am - 1 pm Adding Value by Design: Unique Ways To Improve the Bottom Line

Presenter: Colum McCarran, founder and principal, McCarran Studio

Get beyond the traditional processes and selection of furniture, fixtures, and equipment (ff&e) in ways that add unexpected value and make the entire design process more satisfying and enjoyable. Interior design principal Colum McCarran shows how to push past traditional designer roles, how to value engineering projects more successfully, and how to add efficiency to the specification process. Discover how creating original, innovative furniture and furnishings - even signature lines - and understanding the inherent public relations' value in one-of-a-kind projects can boost bottom-line results for you and your clients.



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WEDNESDAY, APRIL 28, 2004

12:30 pm - 3:30 pm

Make Your Bed: Effectively Specifying Commercial Bedding Ensembles for Hotels

Surveys say, what hotel guests expect from hotels is a good night's sleep. It starts with the bed. Explore current trends in hospitality bedding from the boxspring to the mint on the pillow. Learn the technical aspects of specifying commercial bed ensembles, including appropriate frames, platforms, boxsprings, mattresses, toppers, bed linens, bedcoverings, bolsters, pillows, throws, and accessories. As presenters create a complete hotel bed onsite, you'll learn specification essentials, trends, and tips that will help you create the best beds possible--across myriad budgets.

Presenters:

Chad Altbauer, Down Lite International
Leo Vogel, MHS, Sealy, Inc.
Brian Coughlin, Fabtex
Fidelma Wyse, Anichini Hotel

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FRIDAY, APRIL 30, 2004

2 pm - 5 pm

Understanding the ADA

Complicated? Complex? Confusing? Yes. The Americans with Disabilities Act (ADA) and the state and local amendments are all that and more. Proper understanding of their parameters for architecture and interior design can save time, money, and businesses. View the ADA through the eyes of regulatory, architectural, and legal experts who know what you should know about the ADA - and can effectively define its importance in countless areas of hospitality design practice and operation. What's more, learn how to explain the ADA to your clients so they recognize the risks of non-compliance.

Presenters:

Warren G. Feldman, AIA, Esq., senior vice president, Jonathan Nehmer + Associates, Inc., [additional presenters to be announced]

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THURSDAY, APRIL 29, 2004

8 am - 11 am

Natural Feelings, Unnatural Acts: The Art of Persuasive Communication

Every hospitality professional - from design to sales to management -can benefit from this communications primer, which delivers all the skills you need to present, and sell your ideas more effectively. Discover the psychology behind persuasive communication and all it involves. Take home real-world tools to help you understand your clients better by reading their cues, then turning your ideas into their ideas.

Presenters:

Moderator: Brett Bennett, Masland Contract Carpet
Presenter: Gerry Poster, Masland Contract Carpet

NCIDQ credits-.3 • AIA Learning Units-3

SATURDAY, MAY 1, 2004

8:30 am - 11:30 am

The Resort as Mixed-Use Development

All indicators point to significant design evolution in the resort market: growth in second home and fractional ownership, a rise in recreational resort destination vacations among people leading active lifestyles, and an increase in multi-generational family travel. It's essential to tailor products to customers and their demographics, giving consumers more choice and flexibility while delivering owners increased revenue potential. What are the factors that influence success? What products should be developed where? What mix will ensure lively ambience and prosperous businesses? What are the financing issues? Explore the many facets of creating a livable, all-season resort destinations designed for long-term success.

Presenters: Bill Gartz, AIA, principal, Callison, [additional presenters to be announced]

NCIDQ credits-.3 • AIA Learning Units-3

CEU Course Fees:

Members: \$75 per session

Non-members: \$125 per session

surviving HD...

by: Pura Rojas,
Powell Design Group

HD Expo-Las Vegas, the Mecca for contract designers and purchasing agents, a yearly pilgrimage to gain knowledge and insight of the newest merchandise, trends and ideas, not to mention enjoy the company of our peers, competitors, suppliers and purveyors. During a few short days we are bombarded with stimuli in the form of offers, presentations, gossip and, of course, food!

But how can we reap the benefits of this annual expedition? How can we overcome the looming image of so many booths, so little time and such tender feet? Preparation, discipline and follow through.

So, why not confront the challenge as a design exercise, with you, the designer, as the client? After all, we are the most important asset we have, since our preparation and effectiveness influences every client and project we touch.

I propose a secret plan of attack which parallels our design contract phases. This all too familiar format — SCOPE, PROGRAMMING, DESIGN DEVELOPMENT, and ETC- which becomes innate after a while will help you get organized. Hopefully, after this exercise, while the euphoria still surrounds you the Monday after, you will recollect the details of the wonderful experience vividly.

In the hopes that this becomes an annual practice - our mantra for successful shows – please feel free to contribute all your comments so that we can build upon it. Nothing here is new, nor is it so innovative, but sometimes the most obvious escapes us due to its very nature.

THE GAME PLAN

Client: You, the designer/attendee

Scope: Making the most of HD Expo-Las Vegas

Programming:

Assess your needs. Is there a particular item, phase, style that seems to become an insurmountable challenge with each project —or at least gives you too many butterflies? HD Expo is an excellent opportunity for improving resources, reviewing the details of current resources will fine-tune the quest.

Specifically, what is the current status of?

Library of Catalogues- Your resources are obviously more than just what is physically in your library, but many times just flipping through a catalogue can ignite an idea/solution not previously considered.

Product Lines - A variety of product lines, from the commonplace to the extraordinary may, provide inspiration.

Design Tools - Not just design implements, but sources that serve as tools. A vendor or manufacturer can offer more than his product line; a manufacturing viewpoint is invaluable for tight schedules and budgets.

Innovative Techniques- Are you too settled in your design methodology? A habit or formula, although sometimes necessary, may result in stagnant or stale solutions. New perspectives stimulate new solutions; expose yourself to something new, Las Vegas has lots to offer.

Design Development - Defining the Expo expedition and how it can enhance you

Review the list of exhibitors & seminars and select which can meet the needs established-

Evaluate exhibitors: which will fill the gaps and may offer fresh ideas? Have an intern (if you have such a luxury) look through magazines and flag those that are new or have a new look. Once the list is made, look them up in the Internet, explore who they are beyond their single magazine ad.

Seminars: It's not only the topic; the moderator and panel are just as important in your choices. What is their background? What can they offer you? It's an opportunity to interact with the gurus in our midst, and those who love what they do so much that their enthusiasm will transform you.

Exposure to new stimuli-

The exposure to Las Vegas restaurants, hotels, vignettes, and components of exhibitions or presentations can inspire and can catapult you into unexplored territories. Las Vegas is a hedonist's paradise where projects can have fantastic budgets with unrealistic expectations, how did those designers find solutions?

Contract Documents

Itinerary and travel plans-

Make sure your flight itinerary is what you want and that your hotel accommodation meets your needs. Staying further away from the exhibit site may be more economical, but cab fare may make your stay more expensive in time and money. Keep all the promotional material from exhibitors in a file that you can take with you, during the flight you can review it and discover something you may have missed. That is if you are not total-

ly exhausted after preparing for the trip, in that case a good book and rest is best.

Schedule appointments-

Make appointments with exhibitors of particular interest, especially if you want an in-depth discussion. This will not only help you stay on task, but the exhibitor can prepare ahead of time. And remember, the exposition is attended not only by designers and vendors, but franchise managers and owners too! Walking the show with them, discussing what their needs are and looking at items on display can be a casual way to get to know them.

Bidding & Negotiation- The nitty-gritty preparation to have the discipline to direct and negotiate what you hope to achieve during the Expo.

Plan each day-

As you review your needs and goals, don't over schedule or you will be less effective.

Prepare body & mind-

Obviously the Expo experience will be a physical and mental strain, but train your body weeks before, or at least remind your feet what it means to really walk. This of course does not apply to those who keep their body in shape year round. Prepare your wardrobe to be fashionable and comfortable, this is an attack plan after all!

Office Calendar -

Make sure you clear your calendar of office appointments while you are away. Hard to believe, I know, but not everyone goes to HD Expo! Pacify your clients and appease your bosses. You'll need a clear and focused mind while at HD, there is no need to worry needlessly about work to be done upon your return.

Be prepared to alter your plans to take advantage of the unexpected!

Purchasing- Actual Time at HD- physically acquiring all you need.

At the Exhibit Hall, don't allow yourself to be monopolized -

Be determined but polite, if it's a manufacturer or rep who never fails you, be direct. A good manufacturer/rep recognizes that competition makes everyone better, they'll understand that time is precious!

Pace Yourself-

The mind is willing but the flesh is weak! And as the flesh weakens, the mind is less willing. Take advantage of the Cyber Café for a brief respite, as well as the spas, meditation, exercise, and massages for longer invigoration! You deserve to be pampered too!

Evaluate at end of each day, reassess plans -

Leave the Exhibit Hall a little before your dinner plans, and as you soak your feet, review your loot

- for the neat freaks, you'll probably categorize them too! Were the contacts less than expected? Do you need to seek out other purveyors that may have what you are looking for?

Be open to the unexpected-

Unforeseen interactions can lead to brilliant innovations.

Installation

Integration of materials & notes into physical & mental library-

The newfound treasures will be meaningless if they are just stored in shelves and notebooks. Upon arrival, review your notes and observations and integrate them into your library database for easy retrieval. I know my memory isn't what it used to be, and database searches are good aids to spark creation.

Share your discoveries with those in your design studio.

An informal presentation serves as a great review and enlightens and strengthens the team.

Project Review- Follow-up

Contacts-

Although most of the time vendors will contact you, sometimes it's necessary to take the initiative to make sure they keep you abreast of innovations and developments.

Implementation of new techniques & ideas-

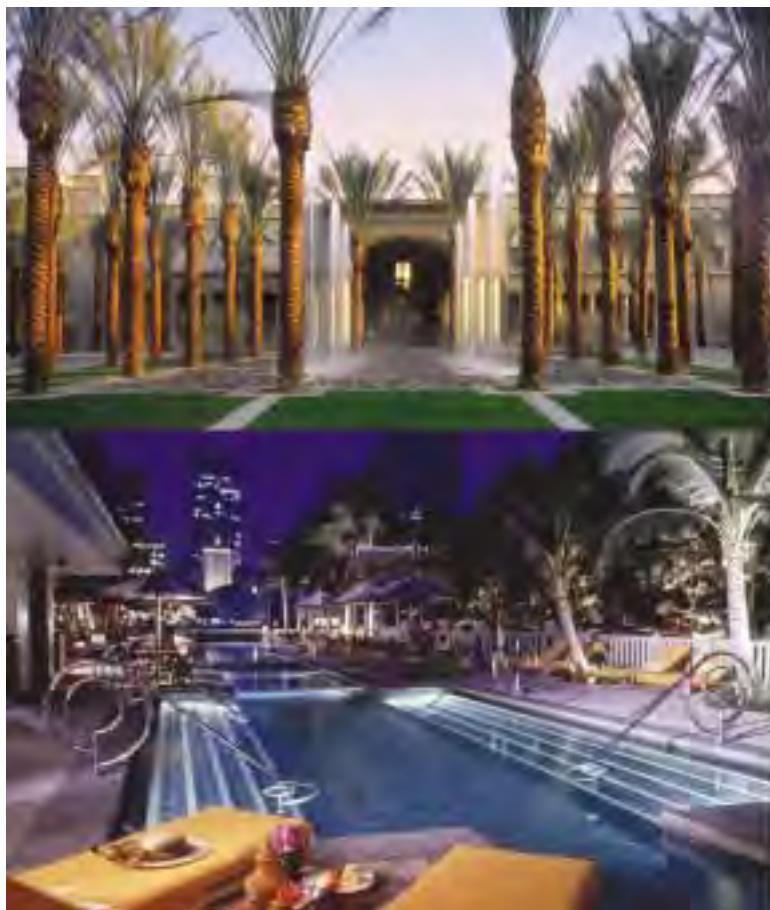
Once back in the office, don't forget the impressions. Get out of the rut and try a new design path or give a new line or vendor the opportunity to collaborate with you.

Evaluate value of HD Expo-

As enriching as it is, is it necessary to attend HD Expo every year? Do you need to rotate with other members of the team? NAH!

And have a great show!





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did you know...

The idea of timeshare was born 40 years ago in the French Alps and is now one of the most popular vacation options.

Timeshares offer a diverse range of accommodations-villas, efficiencies, condominiums, cabins, and private homes – for any type of vacation and lifestyle.

Timeshares allow flexibility.

timeshare companies...

American Skiing Co. (ASC) – Develops, owns and operates a range of hospitality related businesses including hotels, golf courses, restaurants, and retail locations. www.peaks.com

Anfi Del Mar – Europe's leading Holiday Ownership developer for the last 5 years. They are affiliated with Resorts Condominium International (RCI) and Interval International (II). www.anfi.com

Bluegreen – A publicly traded company, Bluegreen was ranked as one of the world's top-10 timeshare resort developers and operators in 1999. They acquire, develop and manage vacation resorts, exurban homesteads, and golf communities throughout the United States. www.bluegreenonline.com

CFI-Westgate Resorts – Operates luxury timeshare resorts. www.westgateresorts.com

Diamond Resorts International – A group of affiliated companies that develop, operate and market vacation ownership resorts in the western United States. American Resort Development Association has recognized DRI's management team for its excellence in resort development, operations, marketing and sales. www.diamondresorts.com

Fairfield Resorts – A subsidiary of Cendant Corporation, they specialize in the development, marketing and sales of innovative vacation ownership and leisure products. www.efairfield.com

Four Seasons Residence Clubs – Provides shared ownership of fully equipped vacation homes with Four Season's luxury and amenities. www.fourseasons.com/residenceclubs

Grandvista Resort – A privately owned, full-service resort development and marketing company. www.grandvistaresort.com

Group Pestana – Portugal's largest hospitality group, Pestana Hotels & Resorts is a privately owned company that operates in the hotel, travel, holiday ownership, golf and real estate industries. www.pestana.com

Hilton Grand Vacations Company – Develops, markets and operates a system of brand-name vacation ownership resorts. HGVC is affiliated with the Hilton Hotels Corporation. www.hgvc.com

ILX Resorts – Operates timeshare vacation resorts in the western United States and Mexico. www.ilxresorts.com

Kosmas Group International – A privately owned vacation ownership company. www.kosmasgroup.com

Leisure Resorts – One of the nation's oldest vacation ownership resort developers.

Marriott Vacation Club International – Develops, markets and operates a system of brand-name vacation ownership resorts. These resorts include Marriott Vacation Club International, Ritz-Carlton Club, Horizons by Marriott Vacation Club, and Marriott Grand Residence Club. www.vacationclub.com

Starwood Vacation Ownership – Develops, markets and operates upscale all villa resorts in some of the most popular sought-after vacation destinations worldwide under the Sheraton Vacation Ownership and Westin Vacation Ownership flags. www.starwoodvo.com



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exclusive lifestyle by design...

by: Carl Ross, Carl Ross Design, Inc.

Since the mid 1990's, there has been a quiet and slow-growing segment of the timeshare industry of the hospitality market - fractional ownership resorts and clubs, the uppermost portion of the timeshare world.

As an alternative to second home ownership, the fractional has emerged to occupy an elite niche which continues to redefine itself with each new entrant into the market. Ritz-Carlton, Four Seasons, Hyatt, Marriott and Hilton have long maintained brands within the luxury and upscale hotel markets, and their participation in the fractional market has brought a once-lacking level of trust, credence and stability to this developing vacation ownership arena. Spurring this redefinition is an evolving understanding of the fractional buyer's demographics and expectations. These buyers are young affluent families with a discriminating palate for exclusive, high quality luxury accommodations in exotic, elegant locations, locations ranging from the soft sandy beaches of Hawaii to the snowcapped peaks of the Colorado Rockies. They desire unique, life enriching experiences. Fractional and upscale buyers value consistent quality, location, comparable quality to other properties, and credibility of the developer/operator.

Current industry attitudes toward the Private Resort Club (PRC)/fractionals concept range from a conservative belief that the market is in its infancy and is just beginning to awaken, to the more robust Field Of Dreams view that we need only build fractionals, and the buyers will come! What is clear is that the development of this upscale segment is catching the eyes and wallets of more and more people, on all sides of the industry, from prospective affluent buyers to owners and operators, service providers and vendors.

The single major similarity between timeshare and fractionals is that ownership of both of these products is divided into time segments. Specifically, timeshare is (most, but not always) 1/52nd of a year, with buyers purchasing one or more of these segments. Timeshare is clearly marketed as "vacation ownership."

Beyond this, fractionals and standard timeshare are significantly different. They differ in durations of stay, villa/residence sizes, pricing structures, financing styles and options, quality of accommodation, density of the development, services, on-site amenities, in-villa amenities, and sales and marketing costs, to name a few.

Fractional owners typically purchase longer segments of time, from 1/7th, to 1/12th of a year, in contrast to the 7-14 day increments for timeshare. Fractional owners purchase one- to five-bedroom condominiums ranging from 1,100 to 6,100 square feet, and their investment can range from \$675,000 to \$9 million. In addition to full sized bedrooms, these residences are also designed to include elegant dining rooms, family rooms, spacious, fully appointed eat-in kitchens, his/hers master baths, full baths with every bedroom (including dual sinks, separate toilet compartment), libraries, dens, rooftop terraces, and staff quarters. In direct contrast, pricing structures for timeshare average \$16,050 (weighted average per timeshare week sold) with \$85,000 and up for more upscale timeshare.

In terms of quality of accommodations, the differences continue. Fractional and upscale finishes and furnishings are nothing less than exceptional; owners can expect



Valdora Mountain Lodge Member's Lounge

Photos courtesy of Carl Ross Design



Guest bedroom



3 bedroom unit kitchen



Guest unit bath

marble, granite, finely detailed millwork, elegant decorative lighting, imported fabrics, and hand-carved furniture, all designed with a sense of luxury, scale and proportion which is unique unto itself. The timeshare product is designed as a home away from home for vacation purposes and typically reflects its locale in the design, while the fractional product is designed as a home away from home for many purposes-to work, play, and entertain-and more typically reflects both the locale as well as the luxury residential character of the owner's primary home.

For example, our recently completed Valdoro Mountain Lodge project in Breckenridge, Colorado, a Hilton Grand Vacations Corporation, LLC upscale timeshare property, was specifically designed to reflect a very accurate sense of place and to be noticeably and distinctively positioned to be above all the other properties within their competitive set.

To achieve this, we incorporated local and sometimes unusual finishes. The floors are flagstone-patterned granite with washed river rock borders and flame-finished granite banding. The stained millwork paneling is made from local aspen wood veneer (a rarely used if not nearly impossible material to source, making it that much more exotic). The light fixtures are custom made and are designed to be a thematic take-off on the Mica mineral slabs once quarried in the local mines in the 1800's. The lobby is furnished with handmade wool area rugs over stained walnut plank floors, and the furniture pieces include numerous custom made leather chairs, sofas and casegoods.

Valdoro Mountain Lodge has a distinct residential quality as well. The villa units reflect the casual opulence of a well-appointed residence. High quality carpet and pad, imported upholsteries and leathers, custom casegoods, artwork and accessories all combine to create a gracious high-country accommodation. The kitchens feature appointments such as granite countertops, stained cherry and glass door cabinetry, dishware, glassware, pots, pans, cooking tools, and stainless steel appliances. Even the Members' Lounge area, which features a bar, game tables, sitting and reading areas, and TV, has the comfortable "homey" feeling.

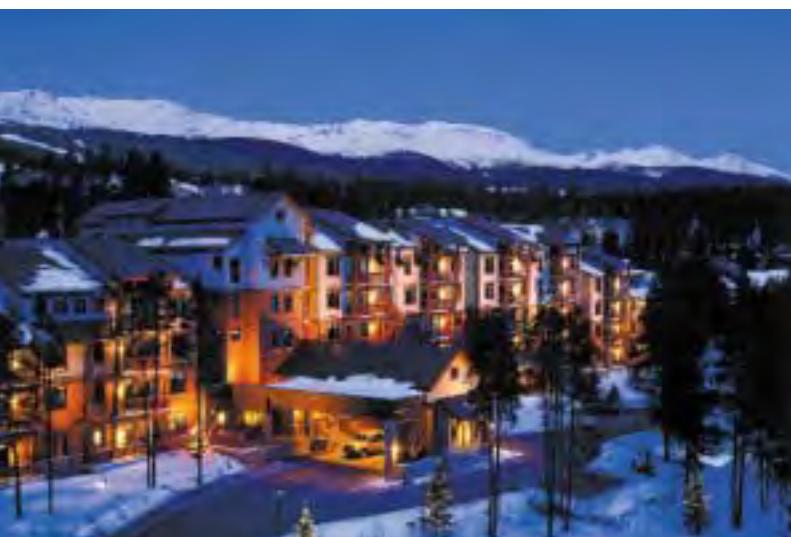


Lobby fireplace

The differences between fractionals and timeshare are even more apparent when it comes to services and amenities. Fractional owners can expect dedicated Concierge, on-site gourmet dining, 24-hour in-residence dining, butler service, twice-daily maid service, grocery stocking service, limousine service, catering, personal shopping service, pet care, and other special owner privileges. Four Seasons' service goes so far as to encourage guests to bring their own family photos, books and CD collections to add a personal touch, and with Four Seasons' storage service, these guest belongings can be carefully stored when guests are away and then put back, perfectly in place, when they return. Ritz-Carlton has created an allied partner relationship with their Marquis Jet Program, affording members the comfort and ease of travel-on-demand private jet service.

Designing for the fractional product requires not just a cerebral understanding of luxury and place, but the ability to create designs which anticipate and exceed the guests' every expectation. All these design elements of course are created in complete harmony with the operator and ultimately provide the discerning owner with a true legacy property.

At this point in the development of fractionals, each operator in this market takes a different approach to the marketing of their product. The resulting uniqueness of each property, from location to location or operator to operator, means that there is thus far no predetermined, set approach to fractional design. Because there currently is no clearly defined fractional "benchmark," there is for developers and designers an invitation to go beyond what has typically been done and continue to define this evolving market. For those who want to explore what has not yet been done and define a market niche which has not yet fully developed its identity, the next few years in fractionals will be an exciting time.



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if it were easy...

tips on developing a timeshare

by: Joanie Neumayer, Neumayer Associates
& Robin Holt, Callison Architecture, Inc.

Highlands Inn, a Hyatt Vacation Club Resort
Carmel, CA

Photos courtesy of Hyatt Vacation Club Resort



It seems the timing is finally right for timeshare. Developed some forty years ago in Europe as a strategy to rescue strapped properties, the timeshare has become a legitimate, purpose-built product type, successfully moving away from the 1970's stigma of pressure sales and dubious quality. With satisfaction rates of US timeshare owners in the 85% range and occupancy rates in the last two years maintaining a respectable average of 80%, compared to 30% for hotels, optimism for the product is understandably high.

A Brand New Product

Credit for the image makeover belongs in large part to the brand clout of major operators, who could no longer ignore the prospect of a huge customer base, ready to spend their wealth and their golden years on vacation, and a product that helps stabilize a cyclical business. By maintaining and maximizing the brand promise, the operators are able to draw from a large customer base of vacation owners loyal to the brand. Today, the timeshare industry totals \$6.6 billion in the United States; \$10 billion worldwide, representing more than 5,000 resorts. And they're just getting started.

Established in 1984, Marriott's timeshare division, Marriott Vacation Club International, is the acknowledged timeshare leader among major operators with 52 resorts worldwide and \$1 billion in sales in 2002 alone.

However, two others to watch are Starwood Vacation Ownership and Hyatt Vacation Ownership. To jump start its portfolio, Starwood acquired a timeshare company. Starwood's vacation ownership resorts primarily cater to luxury and upscale markets under the Westin and Sheraton brands with 18 properties serving over 100,000 vacationers. Since establishing its timeshare affiliate in 1994, Hyatt Vacation Ownership has developed 10 resorts in eight locations (including Puerto Rico).

No Easy Math

At the ALIS Conference in January, we had the opportunity to sit down with John Burlingame, Executive Vice President of Hyatt Vacation Ownership, and Starwood Vacation Ownership CEO Rip Gellein to gain their insight on timeshare development.

While both men are clearly optimistic about the industry's fastest growing segment, their confidence comes with a caveat: The timeshare business is not as easy as it looks. As Hyatt's Burlingame points out, "There is a tendency to look at the numbers and assume that with a good site and the right unit/price ratios you're fast on the road to riches. But the success of a project is not derived by a straight-forward formula; timeshare development is a complicated process, he cautions. "Do not be fooled by the easy math."



Photo courtesy of Projects Pacific

Calistoga Ranch, Calistoga, CA

So what's behind the numbers? More numbers of course. Based on what we learned from Rip Gellein and John Burlingame, together with what we know from the planning and design perspective, we identified seven factors that are critical to the success of timeshare development.

The Model - understand it.

Just what, exactly, is a timeshare? With its resort amenities and the opportunity for ownership, it is neither resort nor hotel, condominium or apartment; rather it is some combination of all these products - usually with some retail in the mix to make it all connect, literally and figuratively - that comes in an array of choices, including time-shares, fractionals and residence clubs.

For hotel companies accustomed to dealing with defined business models that minimize guesswork, that makes the vacation-ownership product a strange animal. While operators typically hold only sliver equity and a management contract with their hotel properties, timeshares are typically wholly-owned products (by the consumer) that are developed, built, marketed, maintained and managed by the operator. This means that timeshares present a greater risk, because the sale of units is time-critical. At the same time, because they provide early retirement of debt through sales rather than retiring a loan over decades, they are increasingly becoming the driver for hotel projects. Timeshares are often planned as a first phase in a resort development, or, increasingly as several floors in an urban hotel.

The Homework - do it.

The resources of the big brands allow them to conduct virtually all feasibility analyses internally. At Hyatt, the typical project begins with an all-hands brainstorm to test the opportunity for a piece of land and “see if it sticks to the wall,” says Burlingame.

Assuming it's a go, what follows is an in-depth feasibility analysis that can take up to six months and involve a number of people and site trips. Experts in finance, marketing, construction and other areas examine all facets of development, to determine everything from sales and marketing costs to local regulations impacting operations, to design and construction concepts and budgets.

Starwood's process is much the same, with modeling groups for hotel and timeshare divisions that merge findings to determine the viability of a mixed use or stand-alone project.

The Brand - protect it.

“The brand is our single most important asset,” says Burlingame, who claims that eighty-five percent of buyers want to invest in a branded property, both for its established credibility and consistency, as well as its exchange programs. The lesson? If you have a strong brand, protect it at all costs. If you don't, build one.

The Design - sell with it.

Smart decisions regarding floor plan, finishes and amenities can reduce construction costs without compromising quality; more importantly, planning and design can also directly influence sales.

With its ability to romance the customer, it's just as important to get the design right as it is to make sure the customer understands it. The latter has little to do with architecture, and everything to do with lifestyle. People tend to buy sooner and even pay more when they can envision themselves in the environment, and like what they see.

For today's consumers, that means an overall character that is not overly themed, but respectful of its location.

Units need to be thoughtfully planned, finished and furnished in a way that feels like a home, not a hotel, while the site planning needs to create a variety of outdoor spaces that support programmed activities.

The Construction - phase it.

Phasing will affect the property's performance. While Starwood's phasing strategy “depends on the site and market,” says Gellien, the entitlement process and other local regulations, such as those regarding sales, will dictate how and when your project can be built. All these issues need to be considered in the costs and proforma.

It's also critical to avoid planning the project in such a way that the project only looks complete or functions properly when the last phase is finished. Ideally, the project should be planned so that it is aesthetically and functionally complete from the first to the last phase, so all customers are satisfied. By making the timeshare more saleable, this upfront consideration gives the operator an exit strategy should the rest of the project never be built.



Calistoga Ranch, Calistoga, CA

Photo courtesy of Projects Pacific

The Law - hire it.

Timeshares face a double regulatory whammy. Not only subject to the increasingly complex entitlement process facing all new construction - and particularly those in the environmentally sensitive areas that timeshares often locate - they are also regulated by local real estate laws, which are different in every state and country.

"We outsource legal assistance to review each state's regulatory issues," says Burlingame.

Because of the way timeshares are sold and deeded, purchase and sale agreements involve cross-state regulations. It's complicated. Enlisting local legal expertise saves time and money. They are also regulated by local real estate laws, which are different in every state and country.

The Pitch - fund it.

Don't underestimate the cost of sales. "Our biggest challenge is finding customers who are receptive to sales, and controlling the cost of the presentations," says Burlingame.

Industry-wide, anywhere from 40 to 50% of development costs are devoted to sales and marketing, which require increasingly sophisticated presentation environments and tools.

A sale to a pre-qualified prospect can take as many as three presentations, depending on the type of product being sold. For instance, private residence clubs are positioned as second homes, while timeshares are promoted as vacation spots.

Regardless of the strategy, the emphasis on customer respect, low-pressure sales and product and program features means sales are expensive. But the payoff comes in faster sales, satisfied customers, and increased brand loyalty.

Where Next?

Despite the complexities of development, the industry shows no signs of slowing down. A number of growth areas, both domestic and international offer plenty of opportunity for both the big brands and the independents.



Calistoga Ranch, Calistoga, CA

Photo courtesy of Projects Pacific

Vacation-ownership properties are moving beyond the boundaries of Florida, California and South Carolina. Desirable mountain resort areas are booming. Hawaii is still big. Urban locations are heating up - both in the States, and in Europe, especially mainstay tourist cities like London, Paris, and Rome. The emerging middle-class in China is an opportunity just beginning to be explored. And so-called "drive-to" regional locations, such as San Antonio or Lake Tahoe, are also growing in popularity.

Meanwhile, the product itself continues to evolve as industry players seek to differentiate and dominate. If the past few years are indicative of the consumer interest and choices to come from the brands, we are looking at a trend of increasing segmentation. While efforts continue to focus on the ubiquitous baby boomer as the primary customer base, this will soon change as those buyers' children and even grandchildren begin to look for their own vacation-ownership opportunities. Already, a variety of vacation-ownership products cater to a range of economic and lifestyle profiles. Look for even more diversity in the future, especially given the Gen-X'ers preference for flexibility and choice. As to what will that look like. Only time will tell.

the best of time...

by: Ed Kinney, Marriott Vacation Club International

With Marriott and other recognized hospitality brands leading the way, today's 'vacation ownership' emerges as an all-around appealing leisure product whose time has definitely come.

Building on the success and loyalty of their established hotel brands, more hospitality companies than ever before are discovering the benefits of sharing. Time, that is. With phased development costs, occupancies upwards of the 90's, healthy party sizes and predominantly extended stays, it's not hard to see why names like Disney, Hilton, Hyatt, Four Seasons, USA Interactive and, most recently, AOL's street-smart co-founder, Steve Case, have all jumped on the timesharing bandwagon.

But it was respected hotel giant Marriott who helped pave the way for the major brands, as the first to enter the timeshare industry by nearly a decade.

"While timeshare had already begun to make its mark in the hospitality business, that mark became indelible in 1984 when Marriott recognized the value of the industry and its business model by joining the world of vacation ownership," says Howard Nusbaum, president of the American Resort Development Association (ARDA).

"Marriott's entrance provided further credibility and brought into focus the 'purpose built' timeshare product consumers have come to love." Today, as the vacation ownership arm of Marriott International, Inc., Marriott Vacation Club International (MVCI) is a recognized worldwide leader in vacation ownership with a program highly regarded for its unwavering quality and unique flexibility.



More than 240,000 vacation owners in all 50 states and 143 countries own their vacations "the Marriott way," offering options to exchange weeks with priority within the MVCI portfolio, trade their weeks for Marriott Rewards points or exchange within Interval International's global system of 2,000 resorts in 75 countries. And in 2003, MVCI reached an unprecedented \$1.2 billion in revenue. This represents a constant and sustained growth of 700 percent, over the last ten years alone.

An Industry Reinvented

From the day J. Willard Marriott and wife Alice first opened a nine-seat root beer stand on May 20, 1927, consistent quality and customer-focused innovation are the recognized hallmarks of the Marriott family name.

According to Marriott Chairman and CEO J.W. "Bill" Marriott, Jr., the decision to take on timeshare was not one taken lightly. "My dad used to say, 'study well those things you get into.' So prior to entering the timeshare arena, we studied the industry very carefully," says Marriott. "When we listened closely to the experiences of existing owners, it became clear that the timeshare concept had great potential, but in practice was often poorly executed. We felt that we could be successful in this area without diminishing our brand image by applying our hospitality experience, customer care and core values to the timeshare industry."

As a natural extension of its core lodging business, Marriott's vacation ownership has become an endorser product that actually enhances owners' and guests' perception of the company and creates even greater customer loyalty.

"We've found that satisfied vacation owners demonstrate a remarkable degree of customer loyalty," Marriott explains. "And whether or not a guest chooses to own their vacations with Marriott, our goal is that they feel even better about us as a company after they go through a sales presentation than before. So either way it's a win for both the customer and for us."



A Trusted Brand

An overwhelming 94 percent of Marriott Vacation Club owners cite "Trust in the Marriott name" as their number one reason for purchasing. What's more, an earlier study conducted by Yesawich, Pepperdine, Brown & Russell and Yankelovich Partners commissioned by Interval International found that 9 out of 10 people are more likely to use a brand's hotel product if they already own their vacation ownership product.

A Leisure Investment

Vacation ownership may provide a certain hedge against inflation by purchasing tomorrow's vacations

with today's dollars. However, it is not designed to be a financial investment, but rather an investment in quality family time. "It's like having a honeymoon every year," says Kathy Seguine of San Ramon, Calif., married to her husband Edward for 35 years. "Our vacations are consis-

The Future of Time

One in ten U.S. leisure travelers currently own a week or more of timeshare, and the outlook appears to be very positive as well. According to The 2003 National Leisure Travel MONITORsm co-authored by Yesawich, Pepperdine, Brown & Russell and Yankelovich Partners, Inc., fully 15 percent of all leisure travelers, or more than 14 million households, are interested in purchasing some form of timeshare during the next two years.

"In a year that has experienced erosion in demand for leisure travel, the resort timesharing segment remains poised for continued growth and prosperity," observes Peter Yesawich, managing partner of Yesawich, Pepperdine, Brown & Russell.

Why to Buy

While the idea of taking a dream vacation every year is appealing to most everyone, the benefits of "owning" those dream vacations remain relatively unknown to many. Except to those who already own, of course.

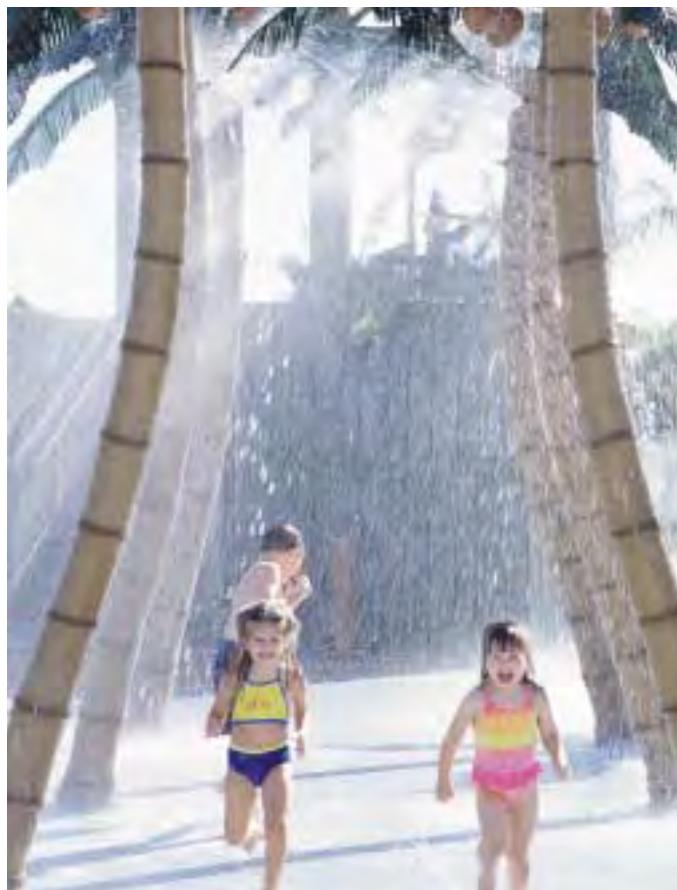
ARDA reports that flexibility—including location, unit size and time of year—and the opportunity to ex-change with other resorts are the top motivations for consumers to purchase timeshare, followed by the assurance of quality accommodations and a credible timeshare company.



Photos courtesy of Marriott Vacation Club

tent now." The Seguines are not alone. In a recent survey, a full 80 percent of Marriott's vacation owners indicated that their vacations are "much more consistent" since owning a timeshare than before. And as a testament to the high satisfaction of owners, a full 40 percent of Marriott's new sales each year come from existing owners, their family and friends.

For more information on Marriott Vacation Club, please visit
www.vacationclub.com



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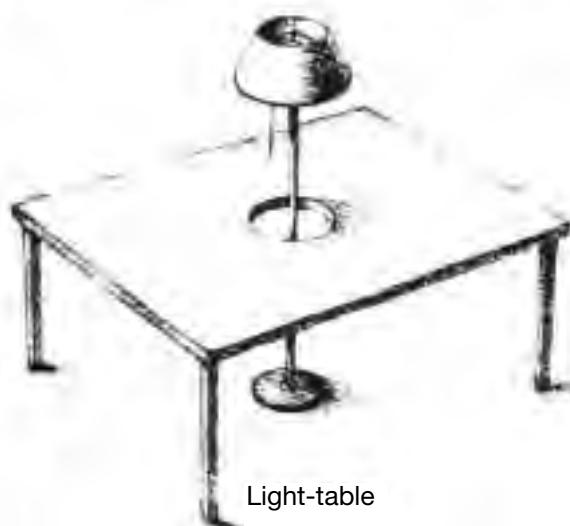
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talk about fast track...

the growth of the timeshare market in Las Vegas

by: David Kruljac, Penta Building Group

In the United States, Timeshares began more in the Southeastern area, and have grown with client/guest vacation destinations. One that has really taken off, would be a popular spot known as Las Vegas. Las Vegas has developed into a very eclectic city, with access to most anyone's desires. Visitors have so much to enjoy; world-class casinos, shows, golf, restaurants, spas, sports with the various recreational areas and of course the wonderful weather. All of the amenities offered outside of the Resort are just a few of the reasons many choose Las Vegas as a repeat vacation destination. Gambling can alter ones desire to return; yet with ownership they always come back.

In Nevada, the typical owner is a married 54 year old that earns \$75,000.00 or more a year. The amenities offered within the Timeshare couples the comforts of home with the excitement of a multi-dimensional city. Las Vegas grows daily; many see their timeshare ownership as being an investment and not so much as a luxury. Owners welcome the option to a typical hotel stay.

If Contractors can put a Casino up in 18 months or less, why are these timeshares taking longer? Timeshares are typically marketed and built as fast as they can sell them. When the first Phase sells, the next phase is being designed, developed and built. Penta Building Group is currently involved with the "Grandview" Timeshares, which are to be completed in 11 months for the first building, sales building, and site amenities. The second building will follow 4 months later. Timeshares are becoming increasingly profitable for developers and owners, with over 4,000 currently being planned or built in Southern Nevada.

The "Grandview" project is two 130-foot tall towers (12 stories), 182,000 square foot combining to 384 units. Each of the units will average in size to 720 square feet. The amenities within each unit will typically include: Kitchen w/microwave, a master bedroom, dining area, living area with a built-in-television niche, bathroom with two sinks, whirlpool tub and separate walk-in-shower. Other amenities are two pools, a waterfall and 28,000 square foot pool deck, a fitness center, game room and delicatessen. One of the most important areas is the 20,000 square foot sales and registration office that "sets the

stage, and markets the sex and sizzle" allowing continued future sales and client satisfaction.

David Kruljac with Penta Building Group reviewed the challenges of embarking on a project of this scale and time restraints. One of the most effective ways to schedule a fast track project is through subcontractor input. Once a subcontractor knows the general contractor's flow, the subcontractor can submit a schedule that works within contractor's schedule. If a subcontractor knows that they must complete the floor of a tower in one week, they can look at the necessary labor force to complete the work. If the labor required exceeds the amount of physical work area, then other things can be planned such as splitting the crew and working in different areas, working on a second shift so they would be the only trade on the floor. They might also break their activity into different time frames: stock the floor on a second shift, construct on a normal time shift, and clean up on overtime. It is not unusual for a job site to be active around the clock servicing the different shifts and project schedule.

The Grandview project staff meets daily to coordinate different areas of the project. The project Superintendent will conduct weekly subcontractor meetings to coordinate work flow and activities.

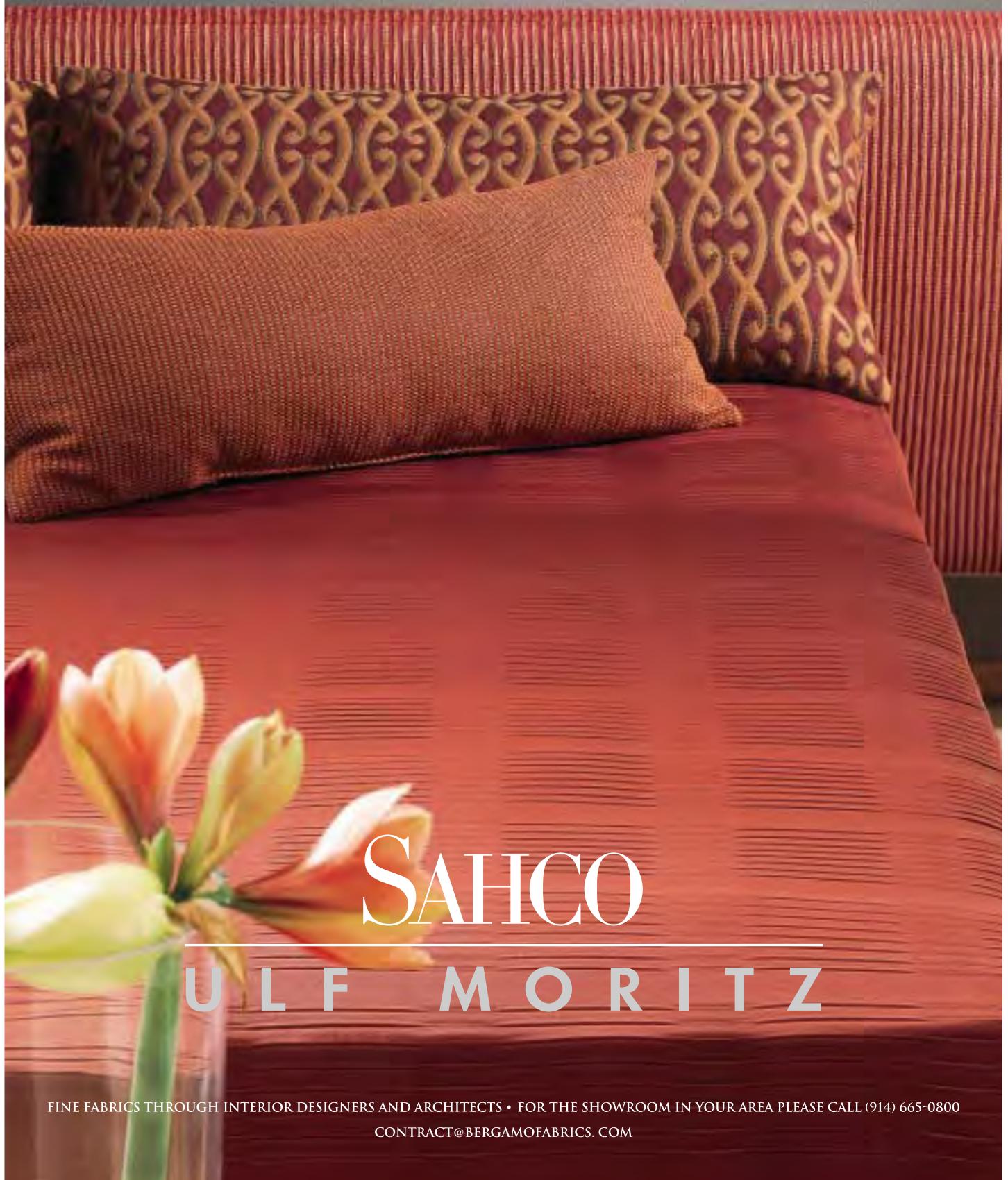
. . . And when the project is finally completed, one feels a huge connection with the team and overall accomplishment! Completion and the overall accomplishment one feels is not without the combined efforts of the Owner, the design team, the general contractor, the subcontractors and vendors, and the building and fire department officials.

For more information on Penta Building Group, please visit www.pentabldggroup.com

"The Grandview will require 300 people and 1,563 truckloads of concrete to complete. In order to deliver the project earlier, ...multiple crews in multiple areas, overtime, double shifting work and careful planning ...will be done simultaneously."

- David Kruljac, Penta Building Group

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what to expect... from the vacation ownership industry

profiling: Ken MacGregor, Ricca Newmark Design
by: Nancy Bohnett

I have learned over time, the hottest commodity is one's personal time. As technology develops daily to assist and ease our lifestyles and work load, all of us struggle with not having enough time. Everyone needs to plan ahead, banking on a personal get-a-way with family, friends or just themselves. Our expectation of this time generally evokes an emotion of pleasure with relaxation and continued return visits.

We all are aware of the saying: "Life has two guarantees: death, and taxes." Our personal expectation when it comes to traveling is to be assured relaxation and a level of accommodations that match our time off. For many years, *brand hotels* assured the quality of standards and expectations with each visit. Currently, we are entertaining many different types of hospitality accommodations, of which Timeshare/Fractionals are the guarantee.

The guarantees of traveling are generally: noisy kids, bad restaurants, lumpy beds, and crowded airplanes. Now, the hospitality industry is trying to correct the painful and less pleasurable, as well as reduce the guest's stress. So the question most commonly asked: "Who does not share expectations of relaxation and pleasure when it comes to personal travel?" Thus the growth of the Timeshare and Fractional Market in Hospitality.

One finds the continued success in their vacation with each visit, and their expectations met with fine attention to accommodating ones daily needs. These vacations tend to leave the owner relaxed and very satisfied, proving their direction to invest with Timeshares. The owner also is scheduled to take time off each year, and this, with the consistency of the vacation, assures personal satisfaction.

I recently attended the

Colorado Hotel and Lodging Conference at the Broadmoor Hotel in Colorado Springs, at which I heard Ken McGregor from Ricca Newmark Design speak on the direction of the Vacation Ownership Industry. With Ken's experience in hospitality over the years, he shared his outlook on the expectations of travelers today. In the gaming industry, we used to say, "They came with desires to see the unexpected, and to spend the egg money". One might take that to the next level with all the luxuries and daily stimulus that now awaits a vacationer. Designers today are challenged with facilitating the guest with constant stimulation and comfort.

Timeshares do a lot of research with each property, appealing to that specific owner. The locations are different, so are the owners. All properties follow the trends of the residential market, entertaining greater detail and luxury. The "holiday home" is appealing to the owner with good design and amenities. The achievement of a non-typical and non-branded looking space generates the residential quality, allowing one to really believe they are at a home away from home... and all the daily activities.

The owners look for comfort and luxury during their stay, which most often is displayed with the interior furnishings



Ritz Carlton Golf Club & Spa, Jupiter, FL

Photo courtesy of Ritz-Carlton Club

and appointments. Great attention is given to the bathrooms: spacious rooms with oversized therapeutic tubs, multiple fixtures and rich materials. The creative design applications and appreciation of good space planning provide flexibility within the space, whether for maximum capacity or for just one guest.

As technology changes, all Timeshares maintain the highest attention in providing all the creature comforts and more. The introduction of Plasma and LCD screens has created additional space allowing for greater application of surfaces and materials providing a home-like comfort. Even though the guests are on vacation, Internet access is a given for outside access to their real world. Timeshares combine the advantages of a maintenance free vacation ownership while still providing amenities like those of a fine hotel.

Another amenity included with a Timeshare is a kitchen; however, how many go on vacation to cook? Kitchens allow great flexibility to families and cost saving alternates to eating out. We have seen with some *brand hotels* the conservative approach of capital outlay by co-branding with a food service/restaurant. This alliance not only provides owners with an established known restaurant service, but also convenience to their immediate needs. Marketing has shown that guests like to make their own decisions when it comes to food, and having even one restaurant facility on site can be very costly. The alliance with an established food service group can create financial benefits, allow operational advantages, improve overall image, provide customers with greater value, and is a competitive edge within the industry.

In review of the dining amenities at vacation ownership resorts, Ricca's approach is different from that of a Hotel. In the recent completion of a Ritz-Carlton Club property in Florida, Ricca Newmark Design took part in the overall coordination of on site food and beverage service. The foodservice component is much more casual than the typical Ritz-Carlton Club or Four Seasons restaurants. The dining facility usually consists of one "country-club" type restaurant. This provides guests with immediate food service in an elegant/casual space, and omits the need for large kitchen and grand manager spaces. If additional services for food are requested, the Timeshares will do off-site catering in accommodating those needs.

Looking towards the future, we see the growth of in-room spa treatments that bring a more catered level of amenities. Additional amenities that are being tested are massage chairs, power-jet showerheads, and aromatherapy oils and sprays. With the growth of fractional ownership resorts and owner guests staying for extended durations, the resorts are paying personal attention to all requests. The most recent addition would be the pet-parlors (upscale kennels) either on site or close by, again providing all the creature comforts of home.



Photo courtesy of Ritz-Carlton Club

We now have additional choices in vacationing. The American dream has added another venue, that being a second home or vacation ownership. The Fractional/Timeshare industry has catered to reducing stress while offering a choice vacation solution. As a potential owner looks for their timeshare, their options and amenities continue to grow daily. What will be next? I believe it will include the stress-free lifestyle of ambiance and excellence to meet the expectations of the sophisticated traveler.

For more information on Ricca Newmark Design, please visit www.riccanewmark.com

"Timeshares do a lot of research with each property, appealing to that specific owner. The locations are different, so are the owners."

- Ken MacGregor,
Ricca Newmark Design

a look back in history...

by: Pamela Temples McMullen

From humble beginnings to global popularity - somewhere within lies the history (and mystery) of timeshare.

Timesharing in the U.S.

In the early 1970's Timeshare made its entrance into the U.S. market, mostly in the south, and were developed by independent developers who capitalized on their marginal motel and hotel properties and converted them into one bedroom and efficiency timeshare units. Thus Timeshare was popularized in condominiums and resorts throughout the country and, by 1974, exchanging or swapping an ownership week first began.

Growth of the Industry

Since its introduction into the U.S. market, the timeshare industry has grown exponentially and it is presently the fastest growing segment of the hospitality industry. Since 1990 alone, the industry has grown 75% in terms of timeshare resorts being developed and the households purchasing timeshare. Over 4 million households worldwide in more than 190 countries own timeshare.

Although timeshare gained an early popularity, the fact remained that consumers often complained about the low-quality construction and high-pressure sales tactics. Management standards were often non-regulated and early developers struggled with the upkeep and repair of condominiums and clubhouses. As a result, the timeshare industry suffered from many negative perceptions during its adolescent years.

In the early 1980's, the prospect of timesharing began to attract financially sound and respected companies, some of which had only previously developed traditional hotels and resorts.

The first major hospitality corporation to enter the timeshare game was Marriott, and since then, a new and extensive crop of hospitality leaders have added timeshare to their repertoire of holdings, among them: Hilton, Hyatt, and Starwood. The result of the entry of these hospitality "giants" gave timeshare a new tier of quality resorts and resort standards, thus attracting a new gen-



Big Cedar Wilderness Club, Ridgedale, MO

Photos courtesy of Pamela Temples McMullen

eration of consumers to the evolving timeshare (or vacation ownership) market.

Today, timeshare stands strong with more than 3 million households owning some type of timeshare in the US. Right now, there are 6.7 million people worldwide that own a vacation interval, at 5,400 Resorts in over 200 countries and territories.

In addition, 43.8 percent of U.S. households say they have some chance of purchasing an interval property

within the next 10 years. (Source: American Resort Development Association ARDA)

Key Factors for Growth

In the last several years, two important changes have taken place in the growth of timeshare - globalization and segmentation. International timeshare destinations have grown steadily and strong, with timeshare popularity reaching areas of Europe, South America, Asia and other exotic locals. While a few independently owned destinations exist, the key players in the hospitality market are growing their portfolio internationally as a result of the timeshare buyers with global-travel tastes and sophistication. For example, in the last five years, Marriott has developed timeshare destinations in Phuket, Thailand; Costa del Sol, Spain; and Ile-de-France, France.

Also, a great segmentation has taken place in the time-share world. First, where, most developments were barely 3 or 4-stars in terms of accommodations, we are now seeing a new breed of 5-star, luxury timeshare (often referred to as fractionals or private residence clubs). These "new" timeshares have been created to meet the needs of the savvy traveler, looking for a second home that matches the upscale quality of their own personal dwellings. Often, these upscale fractionals offer 3,4 bedrooms with up to 3,000 square feet, and are usually situated in sought after high-end resort locales, such as Aspen, Colorado; Big Bear, California; or Hilton Head, SC. In other terms, usually where there is world renowned skiing, golfing or beaches, a fractional or private residence club is soon to be developed. Recently, luxury hotel brands such as Four Seasons and Ritz Carlton have developed the private residence club product to offer extended stays to consumers who expect a certain level of service and accoutrements; like a 24 hour concierge, valet service, tee-time scheduling, wine tasting and of course, the extravagance of on-site spa pampering.

The evolution of design (in short)

You've come a long way, baby! Timeshare design has, for most purposes, been a lesson learned by early developers. Although akin to a personal home, the design of timeshare requires a much more thought-out design for its interior. In years past, straightforward residential designers were called upon to design these "vacation homes", but unfortunately, the sensibilities of a residential designer varied greatly from the needs of the timeshare owner. Easily maintained surfaces, wear-resistant fabrics and other materials were required...remember, this is a home shared by several families with different patterns of

wear and tear. The result of 'residential' design philosophies was that owners had to upgrade and renovate units every year. This proved costly and unsatisfactory. Finally, hospitality-based designers were called upon for their expertise in creating a viable and long lasting interior.

Vacation ownership design continues to evolve into a separate discipline - it's not a hotel! These units are not just oversized hotel rooms with kitchens, but purpose-built accommodations designed for a high-occupancy, long-stay market. It's a fact that the timeshare owner spends more time in the unit than in a traditional hotel room, which means that extended living areas, a residential feeling layout, carefully chosen furnishings and accessories are musts. In many cases, extended families of six to eight people will occupy the unit, thereby necessitating ample private spaces, larger kitchens, spacious dining areas and generous storage.

The architect, designer and developer must work cohesively to plan and implement a successful use of space and appropriate layout. The building must be accommodating to the best unit density while trying to capitalize on the natural surroundings or exciting vistas available to each unit.

You can imagine the difficult sell if you are offering one prospective buyer an unattractive view of the parking lot, while his counterpart is paying the same price for a spectacular view of the ocean.

To theme or not to theme

Recently, theming is one trend aimed at heightening sales appeal as well as owner satisfaction. In most travel

Hilton Grand Vacations, South Beach 2



Photos courtesy of Pamela Temples McMullen



Sheraton Vistana Villages

research, the destination is part of the allure, i.e.: when you go to Las Vegas it should look and feel like Las Vegas, not anywhere-USA. The same goes for timeshare, the resort should reflect the intrigue and excitement of the location it's been strategically planned to reside in.

Timeshare properties are often more highly themed than traditional hotel resorts, because they are vacation homes that reflect the spirit of the entire vacation experience, from outside in. This "sense-of-place" aesthetic drives timeshare developers and designers to blend and complement with their surroundings when planning. In design terms, most timeshare residences feature the basic amenities of a home away from home; such as fireplaces, fully-equipped kitchen, whirlpool tubs, DVDs and VCRs, etc.

In high contrast to these traditional amenities is the above-mentioned luxury fractional or private residence club. These ultra-posh dwellings are designed with ultimate comfort in mind. Often, professional quality entertainment centers, plasma or flat screen TVs, wine cellars, original fine art and authentic antiques are found within. This trend of upscale vacation sharing is gaining fast popularity, similar to its' hotel counterpart in the recent decade.

It must also be noted that there has been a substantial evolution in the design of sales centers (also called preview centers). Once, this sales area consisted of simple

chairs, tables, and perhaps a beverage cart or two; it is now an integral part of the entire vacation experience itself. Most modern sales centers capitalize on a sense of arrival that sets the tone for the vacation the visitor will be encouraged to purchase. Thematic elements, spacious rooms, comfortable lounges and full-size dining areas are incorporated for a more warm and personal environment. While previously, the resort may have implemented a colored map to depict its' portfolio of offerings, many designers are opting for a high-tech, high-impact visual display. Touch screen presentation and three-dimensional wall tour boards offer the new breed of buyer a savvy and up-to-date image of what the vacation experience has to offer.

Today, timeshare reigns supreme as one of the fastest growing segments of the hospitality industry. Where will it be twenty years from now? No one knows, but one thing is for sure, it will be a journey just as exciting as the last 20 years!

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the new direction for timeshares in Europe...

"Fractional ownership is a blend of all the best aspects of owning a second home, five-star hotel service,... private club membership..."

- Eurobusiness July 2003

The new concept of 'High End Fractionals' has been created to make a form of timesharing attractive to wealthy buyers. This niche sector has developed out of and beyond the mass of timesharing conglomerates to achieve an understated, exclusive residential complex designed for the top end of the market.

by: Sue Lamont, Lamont Interiors

The global brands, such as Hilton, Four Seasons and Marriott, with their significant reputations, have improved the overall image of timeshare and are now changing the concept to entice new clients.

For this calibre of prospective member 'timeshare' will not be mentioned. Selling exclusivity associated with perfect location, understated size of property and independence, makes it marketable to the top echelon of consumers. The competition at this stage is only that of exclusive hotels which have their disadvantages for regular and long term clients.

The concept of High End Fractionals began in America where it exists in the form of the clubs associated with the Ritz-Carlton hotel group owned by Marriott. The four Ritz-Carlton Clubs are at: Bachelor Gulch, Beaver Creek and Aspen, Colorado; Jupiter Florida and St Thomas, US

Virgin Islands. The first High End Fractional scheme in London was launched last year under the name 47 Park Street by Marriott Grand Residence Club but still owned by Marriott.

47 Park Street is located in the heart of prestigious Mayfair. It is within easy walking distance of Hyde Park, Oxford Street and Park Lane. The address is also perfectly situated for access to museums, shops and is in the same building as one of the most exclusive restaurants in London: La Gavroche. Although

Photos courtesy of Grand Residence Club



Grand Residence Club, 47 Park St., London

the first of Marriott's Grand Residence Clubs in Europe, it identifies with the need to combine the benefits of second home ownership with the amenities and services of a fine hotel. It only has 49 one and two bedroom residences with only 637 fractional interests in total which will help maintain its exclusive feeling.

The concept of residential membership was created to provide a private residence club environment that can alleviate common ownership hassles, deliver hotel-like services, and allow members to own the amount of time they will actually use. Memberships are available in multiples of 21 nights. One can stay for a night or two, a week or longer. Further nights can be purchased at £100 or so which compares favorably with neighboring hotels.

The purchase price is marketable and competitive to that of buying an apartment freehold or on lease. The difference is the package includes round-the-clock concierge, valet service, twice-daily maid services, personal shopping and 'grocery pre-stocking'. The complex may not include the usual number of public lounges, bars or gyms but one benefits from its' privacy and exclusivity with a team of invisible staff providing individual attention.

A one and two bedroom residence can be bought for £110,000 - £160,000. 47 Park Street still offers residences available for rental on a nightly basis as it is a luxury hotel for some and an exclusive residence for others.

For more information, please visit www.47parkstreet.com

Timeshares in Europe

Timeshare in Europe is undergoing an image makeover. Timeshare skepticism is now a thing of the past as rogue dealers speaking from catalogues are replaced by experiential selling - letting the product speak for itself.

Who is Buying?

UK is the largest ownership of timeshares in Europe, which approximates a third (around 440,000) owners of timeshare. There are now approximately 150 timeshare resorts in the UK.

According to RCI (Cendant Group) summary report of 2002 titled Timeshare Purchases:

"Europe timeshare buyers during the study period report a median household income of Euro 45,000 and a median age of 50 years. The great majority of buyers are married, well educated homeowners.... By location of residence, England represents the largest market, followed by Finland and Italy."

How large is Timeshare in Europe?

There are approximately 1500 timeshare resorts in Europe and some 1.5 million families take a timeshare holiday every year. This represents about 25% of the total worldwide.

What is the market worth?

The estimated turnover of the industry is Euro1.5 billion. The timeshare industry in the UK is estimated to be worth a total £108 million per year.

What are the preferred locations and destinations

The research from resort developer.com shows that when it comes to resort locations, beach resorts (69%) are by far the most popular, followed by countryside/lakefront resorts (33%), ski/mountain resorts (15%) and golf

resorts (15%). The most popular destination among UK prospects is Spain (including the Canary Islands) for timeshare resort location. This is followed by Italy, France, UK/Ireland and Portugal.

What is the perception of timeshare?

Problems remain at the middle and lower ends of the market, where an estimated 405,000 Britons own timeshare properties, mostly overseas. This property sector is growing 12 percent a year in the US but in Europe it's at a standstill because of its poor reputation. Europe is still seen as being some 10-15 years behind the US due to the fact that Timeshare Legislation was not introduced until 1998. However, it seems there has been an improvement over the past three years. The inclusion of quality International brands is already making a difference to the image.

What are the challenges?

The challenge for the timeshare market in Europe is still mostly due to the image problem which is a hangover of bad sales practice. Secondly, there is the seasonal factor, whereby the European regions shut down for months at a time. Timeshare developments have also found it difficult to obtain financing with the banks. This has been largely due to the poor reputation and scams that have predominated in Spain.

What is the point system?

The point system allows members to buy points which can be redeemed against a range of holiday accommodation options, each of which is given a points value. The points system grades every week based on the following factors: quality of resort; seasonal demand patterns; desirability of area; unit size; occupancy and privacy; kitchen type. Members can therefore identify in advance how many points they need for specific holidays.

Where did Timeshare begin?

Timeshare began in Europe, in the French Alps in the 1960's. At that time the demand for second homes was limited, so in order to expand the customer base, both French and Swiss companies started marketing the concept of buying only specific weeks of time in a resort condominium unit. The idea spread to the US in the early 1970's, and, in 1974, John DeHaan of Indianapolis, Indiana, founded RCI. As a timeshare owner he recognized that timeshare owners wanted more flexibility in the use of their timeshare holidays as well as the flexibility to take a holiday when and where they wanted. The idea of an exchange network took hold.

In 1975, Frank Chapman, now Managing Director of Clowence Golf Country Club, started the concept of multi-ownership in Scotland.

Who are the global brands in timeshare?

RCI (the Hospitality Services division within the Cendant Group), and Interval International (Resort Development) have been the two leading service providers in the market. Now, major hospitality companies have become involved in timeshare internationally. In Europe this includes Marriott, Hilton, De Vere, Hyatt, Ramada, Four Seasons, Sheraton and other individual brands. Having these global brands with high reputations involved has undoubtedly improved the overall image.

What do the global brands have to offer?

Marriott joined the Timeshare business in 1984 in the US. Marriott Vacation Club offers 5 timeshare-style ownership in Europe, 2 in Spain on the Costa Del Sol, 1 in Mallorca, 1 in London in Mayfair, and 1 in Disneyland - Paris. Marriott Vacation Club International has 45 resorts globally. The growth has been beyond expectations of approximately \$50 million in sales in 1984 to \$1.2 billion in sales in 2003. Hilton Grand Vacations offers apartments and villas at three timeshare resorts in Scotland.

Both Hilton and Marriott have ambitious targets and prospective sites in Egypt, Dubai and Portugal. De Vere operates Holiday Resorts at three UK locations. You buy a week or longer per year and use it in one resort or split it between two. The price of a two-bedroom lodge is from £5,500 in low season to £16,500 at high season, with annual service charges of about £325.

Gleneagles Hotel, Scotland, provides fifty new homes in its 850-acre estate. Prices for buying one week's residency until 2058 range from £9,900 for a two-bedroom house to £44,700 for four bedrooms. Owners can also buy time on three golf courses, health centre, off-road driving school and an equestrian centre. Annual service charge is up to £1,050.

Overall, the brands have the advantage of offering either the hotel experience or timeshare, which the customer has the prerogative to choose. It is, therefore, only a good experience that is necessary to win the customer from either angle, as opposed to hard selling the Timeshare product.

The future of timeshare in Europe:

According to Adrian Baskum, Marketing Director of Interval International:

"The positive comment is that timeshare is resilient in economic downturn and political upheaval. The challenges are shedding the bad image, ridding the market of rogue dealers and developing quality brands and experience that will produce the best form of selling which is word of mouth."



Palazzo Catalani

Photos courtesy of Interval International

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confronting the disabilities myth

by: Andrea Benner, Benner Group Interiors

A disability can happen to the strongest, most dynamic of individuals. It could be a spouse, mother, father, sister, brother or child. Even you ... It can happen when and where we least expect. Sadly, in today's highly educated, technologically advanced world, we still create disabilities within our built environment, the living spaces we consider to be the shelter against the storm!

By definition, a disability is being unable to perform a physical or mental task, it is anything that puts an individual at a disadvantage. Many of us do not consider ourselves disabled if we suffer from impediments such as arthritis, broken bones, weakness or other illnesses. We continue about our daily lives accepting the changes in our abilities and the limitations we face in our environment.

Throughout the course of life, we all experience fluctuations in our abilities. Some disabilities may have derived at birth while others occurred through accident or disease. These may be temporary or even permanent. Physical limitations go beyond the wheelchair, eyeglasses or hearing aides! They start with accessibility in our homes and continue in the places we visit including time-shares and resorts.

As an Interior Designer and a Sales Representative, I have come across several good designs, where finishing materials and products are used and specified properly. I have also experienced the opposite. I find the later depressing and very unfair to You and I! The average "Joe" who is delighted to be on vacation or out of town on business. Whatever the case may be, we expect to use our environments without struggling.

Let's take a moment to define some terminology. Accessible design means products and buildings that are accessible and usable by people with disabilities. Universal design means products and buildings that are accessible and usable by everyone, including people with disabilities.

Offering universal design can save time and money, promote ease of use, and offer convenience to all guests. Taking universal design into account will expand the customer base and improve customer satisfaction. It definitely adds to the resort or timeshare's safety (in a law-suit happy world, that isn't such a bad thing to have on your list of benefits!). With increasing awareness of the accessibility issues, people are beginning to look for more accessible timeshares and resorts.

As an able-bodied, 30 something female, I must admit I take a lot of things for granted. Especially my environment. As a designer, there are standards and codes to adhere to. There are colour schemes, themes, and specific "looks" we work towards, to please the client. As a sales representative, I am obligated to educate my client and sell them the best product for their property. Amidst all of the codes, colour schemes and themes, we must remember the end users requirements. When it comes to interior design, moreover, interior finishes, the budget is usually very slim. Regrettably, when the "better" product is superseded by price, an inadequate product is then specified, ultimately hindering the function of the space. Therefore, proper planning aided by research and exceptional design should (one day) equal accessible, universally designed spaces.

The average person has come to expect the built environment to look a certain way. In a time where there is great emphasis placed on design and decorating, why not? We see design and decorating on every television station lately. It stares at us from the pages of several magazines! However, undermining the function and accessibility of the space should not take second stage. Whether afflicted with a disability or not, wanting the space to look good, and needing it to be functional are two uniquely different requests. In simple terms, we can visit and stay in the most beautiful resort or timeshare, but if it is not accessible, by all of its' users, then we have not, as architects, designers or builders, fully applied the concept of universal design. It is therefore, necessary to create environments where there is no need to feel inconveniences because of the differences in age, sex, language or one's abilities.

It is impossible to design a space and take every single disability into consideration. It is however, very important to consider the basic needs and requirements of our population. That being said, let's do a little role playing. Scenario one, you are an able bodied person on 2 week vacation. You have just checked into resort or timeshare "X". You are tired, hungry and you need to freshen up. You get off the elevator with your heavy luggage in tow to find your room is at the very end of a heavily carpeted corridor. After your 2 minute journey down the corridor, you locate your room and notice the lovely marble threshold that separates the corridor from your suite. You open the door, step over, and drag your luggage in, close the door, turn on the lights, find the washroom (use it), and then flop down on the bed for a catnap. Yippee!! Your vacation has begun!

Scenario two, you broke your leg one week prior to your 2 week vacation. Due to your leg injuries you are confined to a wheelchair. (You cannot back out because the children have been anticipating this for weeks, not to mention your spouse!) You have just checked into resort or timeshare "X". You are tired, hungry and you need to freshen up. You get off the elevator

with your wheelchair and heavy luggage in tow to find your room is at the very end of a heavily carpeted corridor. After your 2 hour journey down the corridor(that darn carpet, why is it so plush?), you locate your room and notice the not so lovely marble threshold that separates the corridor from your suite (how the heck do you get over that threshold!). You open the door (enter the space, turn your chair around, go back and get your luggage), drag your luggage in, close the door, turn on the lights (have a hard time reaching the light switch), find the washroom (use it, after it took you twenty minutes to get into it because the door swung out into the entrance!), and then flop down on the bed for a catnap (however, you kept falling off the bed while you were trying to transfer yourself on it because it was too high!). Yippee!! Your vacation has begun! Wow, what a challenge. Imagine if you had a permanent disability. How frustrating would it be then? VERY!!!!



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Benefits of universal design: So what are the benefits of universal design in the timeshare and resort market?

Safety: Universal design allows for reduction of accidents, because these environments are designed with safety in mind.

Convenience: Below is a small list of features that would make using the space easier.

- location, location, location (of room from elevator)
- wide door clearances (36" doors should be standard)
- addition of full-extension, pullout drawers, with shelves and/or racks installed in cabinets for easy access to all storage space.
- grab bar placements installed with much thought (should not be difficult to use the toilet and enter the shower).
- showers are easier to use than tubs. Tubs are hard to access. Showers must have a hand held nozzle.
- light switches/ lamps should not be difficult to reach safely.

Quality increasing features:

- wider doors and hallways allow for ease of use and reduce injury upon entering/exiting.
- step-less entrance is preferred (one-half inch maximum rise at entrance thresholds)
- eliminate thick carpet in corridors & rooms (hard to maneuver with wheelchair, scooter or baby stroller).
- eliminate unnecessary furniture from the room (blocks up areas needed for transfers and maneuvering wheelchair)
- implementation of glare-free task lighting to illuminate work areas without too much reflectivity.

Other benefits are more difficult to quantify such as the improvement in a persons' freedom of movement and social voyaging.

Implementing universal design can be attractive as well as cost effective. It does not have to be institutional. Someday universal design may even become standard practice. In the meantime, knowledge of what can be done to design our facilities to make them more usable by people with or without disabilities is crucial. It is important to understand that competitors are practicing universal design, and the information savvy customer isn't going to accept antiquated designs or practices. We must remember that disabilities do not harness barriers. Any one of us can, in an instant, be faced with a disability. Knowing is half the battle. Let's make a difference in our environments. We all will benefit!

furnishing today's timeshare...

profiling: Charles Monaco, Furniture Design Studios, Inc
by: Lisa A. Haude

In certain aspects of furniture design, furnishings for a timeshare property do differ from that of a traditional hotel. However, there is a certain degree of crossover that for many years has been overlooked. Timeshare owners want to feel at home, but at the same time want all the amenities and services that come with staying in a hotel. When it comes right down to it, in a timeshare you need the best of both worlds!

Now more than ever, timeshare properties have gone upscale. With timeshare properties growing worldwide, the expectations of comfort, quality and design are far greater. This means manufacturing capabilities as well as design efforts are essential features to furnishing any size space. Elemental factors, such as armoires that swivel, drawer hinges that fully extend, seating with high quality Italian leathers and fabrics, top-end pillow-top mattress, granite vanity counters, Jacuzzi and a shower for two are mandatory.

Timeshare owners want quality wood cabinetry with character, which is custom crafted to blend seamlessly into overall look and feel of the architecture. They want leather on quality seating and a big screen TV with surround sound. In order to be on vacation, they need to feel like they're on vacation. This is where the furnishings can make it, or break it!

As opposed to traditional hotels; many of today's timeshares include full size kitchens, living rooms, laundry rooms, entertainment units, and include home theaters with big-screen TVs and indirect lighting. "With all these applications in mind, a good use of space is a must, and it takes a creative design team to achieve this. While keeping design in mind when shopping for furniture for a timeshare, it is also a necessity to consider the mechanics of the furniture," says Design Director Charles Monaco, Jr. of Furniture Design Studios, Inc. For example, with drawers with quality glides assure that all interior drawers always open properly. All furniture pieces that touch the floor should be water resistant, and furniture

pieces should have joints that are mortised, glued and blocked. When considering wood, it's best to choose solid woods and veneers that are kiln-dried to industry standards to guarantee durability and longevity.

Westgate Resorts, the largest vacation ownership in the United States, offers the functionality of traditional home furnishings, which are durably constructed for timeshare property.

Owner David Siegel has achieved this great milestone by setting the standards of quality high. "We fulfill our guests' dreams by providing a quality vacation experience that exceeds all expectations," said Siegel. Westgate Resorts differs from your average hotel room due to the

maximization of construction and design. Westgate's design concepts are a well thought out aesthetic approach that reveals a tranquil flow of design and elegance. Each unit caters to the amenities that any vacationer wants to feel comfortable while they are on vacation. The master bedrooms include a TV slide-out swivel unit which allows for viewing from the bed, Jacuzzi or lounge chair. There is a home theater offering surround sound, a full dining table

with extra chairs and plenty of lighting. Westgate Resorts maximizes space by creating modular furniture pieces that flow together and make a room look larger. The materials are durable for an extended stay environment.

The bottom line is that there are many factors that can sell a timeshare. The obvious is location, location, location! But if your clients or potential clients feel like they are in a basic hotel room, rest assured they won't be back the same time next year!

"Timeshare owners want quality wood cabinetry with character, which is custom crafted to blend seamlessly into overall look and feel of the architecture."

- Charles Monaco,
Furniture Design Studios

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art-the final piece of the puzzle...

by: Anita Kirk, Art in Motion

We've all heard the jokes about hotel room art. It's tacky. It's tasteless. It's horrendous.

That is all changing.

I recently took a short weekend vacation. We hadn't made any plans to stay anywhere in particular. We really just needed a place to sleep. After driving in circles for hours, arguing over where to stay, how much to spend, what area of town we would feel comfortable in, we saw it. A small, quaint, elegant resort on the waterfront. We checked in and stumbled down the hall towards our room.

Lazily dragging my suitcase across the lush hallway carpet, I started to notice that something was different. I am used to being on the road. Trade shows. Road trips with the family. Reunions with my friends. I know hotels. I don't particularly like hotels.

This place was different. At first I couldn't really discern why. I felt comfortable. I felt like I was ... at home. A very stylish home. I waited in anticipation for the green light to blink at me as I slid the key card out from the door. Tentatively I opened the door to see what awaited me. It was glorious.

Now I could go on about the linen (exquisite) or the furniture (divine) or even the TV (we don't get HBO in Canada) but it wasn't just that. It was the art. Granted I am an art lover. I work for an art publisher. In reality that makes me a bit jaded to art. I see it all day long. I live in it. What impressed me so much with this room was the type of art. It pulsated off the walls. It was framed with an intricate attention to detail. It wasn't faded. It wasn't dilapidated. It was stylish. It was trendy. Upon closer inspection it wasn't made by the company I work for.

North America's fascination with interior design is evident from the amount of new and popular design television programs popping up on every network. We are more inclined to create spaces that speak of who we are and create an atmosphere for our families of comfort, peace and security.

Today's trends in design for hospitality properties are changing too. Designers are feeling free to experiment. There is an increasing awareness of making a room, the hallways, the lobby, trendy, yet stylish, and most importantly, comfortable. Today's travelers are as varied as there are art styles and I guess we could compare them as such. You have your abstract traveler, a bit more on the hurried side, modern and perhaps a bit scattered. You have your traditional traveler, consistent, on time, with realistic expectations. And then of course, your decorative traveler, the ones with the trendy luggage, they have an eye for fashion and color. Whoever is staying with you, they share one

common factor, they demand a unique experience, and, of course, a fulfilling one.

Artwork, as in the home, has a way of making a room complete. Have you ever seen a room without artwork on the walls? At first, you might just sense emptiness. After a while things just don't seem complete. The exact opposite is said of bad artwork. If it doesn't work with the surrounding furniture, linens, carpet and accessories, it stands out like a sore thumb, ruining all the time and effort that was spent making your other choices spectacular.

Customized design elements - such as art - are making a bold appearance in the design plans of hotels, time-shares and resorts, throughout the world. This attention to art creates an atmosphere that helps clients feel that they are in a home away from home.

When it comes to picking art, there are a few things to keep in mind. First, pick a style that suits the interior you have created. Don't pick a traditional floral if the theme of the room is modern. Color plays an important role. Just like you wouldn't paint the walls in a decadent cappuccino color and then choose a purple and chartreuse bedspread, keep your color theme in mind.

In addition to picking a great piece of art, framing plays an important role in the overall appearance of a finished piece. Taking a print and flush framing it with a basic frame will give a simple, straightforward look. Take that same piece, add 4 inch gallery mats, a fillet and a significant wood frame, and suddenly the piece is dominant on the wall with a fine art gallery feeling.

Traditionally, the equation for framing art looks something like this: print + mats + glass + frame = art

Today, there are many more options to make your properties memorable. Innovative design, unique use of supplies, distinctive use of materials, can help you create a look unlike the traditional pictures of the past.

"We offer our customers the opportunity to custom design their pieces," says Michael Cannock, Hospitality Division Manager with Art In Motion, an art publisher and wholesale framer in Vancouver, Canada. "We work with clients to make sure their artwork reflects the atmosphere they are trying to create. Whether it is traditional, modern, or anywhere in between, we can custom create a look and feel."

The fine art print market of today may not be what you expect. Publishers, like Art In Motion, are continually developing new pieces. "We release 2 elite collections every year," says Cannock, "This way we can ensure that we are continually delivering the latest, most fashion-forward art for our customers."

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showcase projects...



Tulalip Casino Center Bar

Tulalip Casino, Washington

- The overall design of the casino builds upon cultural themes important to the Tulalip Tribes, integrating the elements of earth, wind, fire and water.
- As guests approach the main entrance and enter the facility, they encounter a series of handcrafted sculptures, rockwork, fountains and murals, each of which evokes imagery and ideas of great significance to the Tulalip people.
- The central attraction for the Tulalip Casino is a 100' center dome of swirling seas and fish. The hand-painted dome mural depicts salmon navigating the flow of the river to the ocean and dissipating into the night sky. Constellations such as the Big Dipper and the North Star are highlighted. The fiber optic ceiling slowly changes colors, with shooting stars creating a cosmic effect.
- 2003 Global Gaming Sarno Award for "Best Central Attraction" in a casino/resort project.

Shirley LaFollette
Interior Design International, Inc
www.idiinc.com

Shirley LaFollette was awarded the 2002 NEWH Woman of the Year Award - an award that honors a female who has had a positive influence on the hospitality industry, who has mentored and promoted the advancement of women with our industry; a woman by direct guidance and personal example has had a positive effect as a role model, industry innovator, or as a conduit for education, advancement and change.

Lady Luck Vacation Club Las Vegas, NV

- A 24-story hotel tower in downtown Las Vegas was converted into a thriving timeshare property.
- Each floor will consist of (2) 2-bedroom units and (6) 1-bedroom units for a build-out of 160 units.
- This is the first property to introduce timeshare into the downtown area.
- Our goal was to convert a dated, marginally acceptable looking hotel into an upscale, refined timeshare property. An atmosphere of understated elegance with a subtle tone on tone color scheme was achieved.
- In the romantic bedrooms, which are all masters with whirlpool tubs and their own bathrooms, shimmering fabrics were used on coverlets and bed skirts, combined with elegantly shaped headboards, and tasteful lamps and accessories.
- The finish materials made an immense impact: porcelain tile flooring with the look of travertine. Classic faux finished wallcoverings grace every wall. Granite was applied to all of the countertops and tub & shower surrounds. Elegantly framed oversized mirrors are suspended over the vanities, enhanced by sconces on each side.

Joanna Barker
Creative Design Concepts
www.cdcsv.com



Lady Luck Bedroom

design education today

collaboration and teamwork, the keys to education

profiling: Stephanie Clemons, Colorado State University
by: Nancy Bohnett

Design education is changing, just like that of industry and the student. This generation has been encouraged to expect "instant gratification" as acknowledged through choices in communication, entertainment, and technology. Technology tools have offered increased capabilities, yet we never seem to have enough time to accomplish all of our tasks/goals.

Our challenges in the Design Industry can be seen with the "New Student"; those that come equipped with great expectations and the strong desire to succeed immediately! The design educator is constantly challenged to impart the knowledge of design and applied research yet maintain FIDER standards in their interior design programs.

Collaboration and teamwork between educators and practitioners can enhance the students' design education! Our professors of today are very educated and qualified to teach. However, an issue exists in higher education that design practice offers little recognition/rewards for the professional educator; it is viewed as "service" rather than "research." Therefore, due to other higher education priorities, many of our full time educators have limited time to practice. On the flip side, practitioners question research and the purpose it serves in defining design solutions of everyday practice. Yet new resources are available to the practitioner, such as InformDesign, that can support practitioners through research-based design solutions ("evidence based designs"). Practitioners are beginning to see the need for research that is not only readily available but that also supports their design ideas. In addition, many practitioners are discovering the joy in teaching design students in their communities. Nationally, we are seeing a resurgence of design practitioners coming back to the classroom to teach one or two classes for their nearby design programs. As a result of this teamwork, well qualified alumni are entering the profession.

While it is a welcome addition to bring the richness of real experiences into the classroom, higher education is dealing with many issues: budget cuts, accreditations, increase in student enrollment, and the downsizing staff and programs. Schools are relying on the partnering and ongoing support of industry - yet industry is also going through similar painful challenges. We have to face the fact that interior design is an expensive program to support on a higher education campus. Student enrollment is

limited by the traditional mode of teaching design: studios. Many programs have selective advancement into their major through portfolio reviews, thereby limiting the size of their graduating class. The programs also require specialty and dedicated spaces, along with technology to connect with outside resources. The quality of education is mandatory and proven by the demands of the "new student," the current mentality of this generation.

The student of today comes with high expectations and the immediate desire for return on their investment. Design students specifically, are critical thinkers, respectful, resourceful and not afraid to speak out. The educator of today is no longer the "know all of current knowledge," but instead serves as the "facilitator" by using technology and out sources. Classes are filled with independent thinkers that take time to "seek out" the information, analyze it, and apply it to the design problem.

Communication and technology has enhanced the educational process, allowing for greater flexibility and desire for more knowledge. The ongoing need for instant gratification is shown in Communication and technology has enhanced the educational process, allowing for greater flexibility and desire for more knowledge. The ongoing need for instant gratification is shown in the communication styles students prefer: emails, Internet and outside sources. The electronic linking uses techniques that are quicker and more sophisticated than ever before, and allow all to deal effectively with their time restraints. Cell phones are so common, and have become a universal tool that shares more than just communication. This generation is seen to be better managers of their time and tools, constantly moving forward.

I am very grateful to have had the interview and insight shared to me by Stephanie Clemons, Ph.D, FIDEC, ASID, an instructor at Colorado State University. Stephanie shared the ongoing demands in education today, and the viable solutions, which are allowing education to overcome the hurdles and prosper to higher levels. The educator's role has changed, allowing incoming freshmen to alter their direction in thinking and take responsibility to monitor their own advancement. The design schools look to practitioners for assistance, either in classroom, on-line teaching or providing materials to maintain tools for staying abreast of the rapidly changing industry. Today's collaborative efforts have greatly impacted the quality of education and will impact all in the design community for years to come.

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designer profile...

Esther Dunbar-Cullum

Over the last twenty years I've been asked to design for just about every type of floorcovering, fabric, and wallcovering imaginable. These products have ranged from hand-knotted silk rugs for royal palaces, to production runs of synthetic fabrics designed specifically as corporate standards for hotel chains. In total, the constraints and capabilities of more than twenty different manufacturing techniques have needed to be accommodated for the surface products I design.

Although each medium requires a different technical approach, I am one of a diminishing number of designers who still originate each design with hand-painted artwork. Each color is mixed for individual accuracy and compositional balance within the color group. I find this slower process allows for constant and subtle alterations, which infuses my style in each of the final products. Hand painting gives the designs a certain artistic expression, or "turn of hand," which, to my mind, breathes personality into the work.

My career began designing high-end, handmade area rugs and hand-painted textiles, and this has influenced my approach to designing every product regardless of the manufacturing method. I find that the simpler and more basic the process, the more actual artistic ability is required. For example, printed carpet is essentially like painting on a blank canvas - a pure white base upon which very fine jets actualize the design. One can manipulate the limited color slots in a very painterly way, as can be done with screened fabrics and papers. Woven textiles, whether hand or machine-made, "interpret" the original artwork. While the design and color sense remains intact, the hand of the artist is somewhat obscured by the process. This is simply due to a difference in resolution. The carpet printer has 256 dots per inch while the axminster only has a range of 63-84. Because subtle expression and fine detail are lost in woven carpets, the design approach needs to be different in order to achieve the desired result. For instance, playing with scale and repeat size might have positive effects in dealing with limited resolution, but this always has to be balanced against the scale of the interior space in which the designs are being installed. Maintaining the level of artistic expression in commercial products is one of the main challenges surface pattern designers face.

Only general design principles are transferable from one medium to another, but in crossing media types, the differences provide opportunities for new thinking and creative approaches. Vinyl wallcovering design is usually achieved through the use of fewer colors and multiple

tones, making it a subtler and more detailed medium. However, we sometimes realize that much of what is produced has been creatively constrained by manufacturing convenience, more than actual manufacturing limitation. I am very grateful for the talented people at Muraspec North America who have demonstrated enormous patience during the past year while I have explored, prodded and pressed the known boundaries of production capability in an effort to deliver a fresh collection of new designs, which they will be introducing in 2004.

I have been fortunate to find licensing partners who are willing to invest in the future of the industry. That future is technologically evolving and these companies have welcomed innovation in design that helps propel the need for continuous development. While it takes a team to determine the technical manufacturing parameters, the burden of delivering attractive and marketable product designs rests with me alone.

Fortunately I find inspiration literally everywhere, and feel that my childhood living in diverse cultures like Asia and Africa provided unusual stimulation from a very early age. I was always struck by the vibrant use of color and the importance of expression and design in even the most utilitarian objects. Having the opportunity to channel these experiences into products that are used in the hospitality interior design industry has been very rewarding and I am very gratified that designers find my carpet, fabric and wallcovering designs as suitable components to their larger creative endeavors.



oh Canada, oh Canada, Welcome, our new Canadian friends!



Top: (left to right) Tina Pennacchio (Membership Committee), Jane Webster (Director of Membership), Priscilla Nesbitt (President), Kelly Davis (Director of Fundraising), Jae Rang (Director of Public Relations)

Bottom: (left to right) Meg Weaver (Secretary Committee), Grace Chan (Scholarship and Education Committee), Jerry Ford (Chief Financial Officer & Compliance Issues), Andrea Benner (Executive Vice President & Associate Editor), Jennifer Young (Secretary)

Critical Issue Update

Effective January 1, 2004

The Personal Information Protection & Electronic Documents Act went into effect January 1, 2004.

The collection of information for guest registration, marketing research, marketing and loyalty programs is legal, but informed consent must be given by the guest on the registration card.

To learn more about this new act, please contact:
The Hotel Association of Canada
Ph: 613.237.7149
Email: info@hotelassociation.ca

NEWH, Network of Executive Women in Hospitality, Southern Ontario Chapter, was established in July 2003, by founding Members Priscilla Nesbitt (President) and Andrea Benner (Executive Vice President). The organizing chapter is up and running with its Board of Directors and an exciting mandate.

The Chapter's first Board meeting was September 11, 2003, and enthusiasm is growing. Our membership has grown to 30 members in just 4 short months, and is rising steadily.

"Our new Board is organizing a full slate of local activities in 2004 to promote the advancement of our membership." says Priscilla Nesbitt, of Best Western International Canada. "It's important that we not only provide networking forums to allow an exchange of ideas, but assist in educating and promoting our future through our youth."

The Chapter's first event was held at Milestone's downtown Toronto location on December 11, 2003. The event was an immediate success in attracting new members to our important organization.

We take great pride in being the first Canadian chapter in this growing international professional association that provides educational and professional development opportunities to help our members meet the demands of business in an international market.

2004 Board of Directors

President	Priscilla Nesbitt
Executive Vice President	Andrea Benner
Editor-Canada	
NEWH Magazine	Andrea Benner
Chief Financial Officer	Jerry Ford
Compliance Issues	Jerry Ford
Secretary	Jennifer Young
Director, Scholarship & Education	Colette Nemni
Director, Membership	Jane Webster
Director, Programming	Jae Rang
Director, Fundraising	Kelly Davis
Director, Public Relations	Jae Rang

To learn more or to join the Canadian chapter, please email Jane Webster, Director of Membership: wester1017@rogers.com

top awards

Stillwater Spa

Park Hyatt Hotel, Toronto

The National Post Design Exchange Awards were recently presented, showcasing, for the ninth year, the best of Canadian design. The award was created to celebrate the business success stories achieved through close partnership between clients and designers; creating design through innovation, sustainability, and comfortable aesthetics.

HCA Architecture Incorporated captured the Silver Award in the interior design category for the design of the Stillwater Spa at the Park Hyatt Hotel Toronto. "Commendable work - Stillwater offers luxurious spaces, sensual tactile surfaces, and emotive lighting - all of these offered in the secret chambers of the hotel," commented the award judges.

The sound and sight of water seen throughout the spa's interior is soothing and congruent with the idea of descending into a grotto. Because ninety percent of the spa experience is below grade, creative lighting solutions were developed to diffuse the spaces with indirect and soft illumination. Issues of privacy and the dignity of patrons were also a high priority. The goal was to create a place where everyone would feel comfortable and secure, in order to fully enjoy the various treatments available. The design exceeded expectations and is a contributor in the success of Stillwater.

For more information, please visit: www.stillwaterspa.com/toronto/



Photos courtesy of HCA Architecture Inc.

from across the pond...

thelma & louise meet las vegas

by: Bonni Boniface and Carolyn Lawson-Dick,
Decorex

I traveled to HD Expo in Las Vegas with Decorex colleague and fellow NEWH member, Caroline Lawson-Dick, to arrive the day before the show and attend the NEWH Board Meeting. The whole experience, lasting a total of five days, can only be described as surreal but highly enjoyable.

Before we ever got there, we'd entered the make-believe of LALA Land by flying into LA (direct flights to Vegas are as hens' teeth) and hiring a car to drive to The Strip. The Thelma & Louise of hospitality exhibitions set off with directions, maps and bottles of water, only to be thwarted before we even got out of LA – the published directions were wrong. Or Thelma couldn't make head or tail of them, whichever! Does anyone have any idea where Highway 30 leaves Los Angeles?

Anyway, we reached the Sands Expo Center about half an hour late for the afternoon session, only to find that the morning meeting had run over and we were way a head of our intended schedule. Picture the scene in a subterranean fluorescent room – forty power-dressed, coiffed, manicured women and five men (we'll come back to them later), picking at delicious-looking salads and disgusting-looking pink cake, animated discussion raging about everything from education to publicity to conferences to galas (gay-las, as they pronounce it). It was fascinating stuff (but we passed on the pink cake).

The business of the afternoon got under way with an inspirational pep-talk from Michelle Finn, NEWH Ambassador at Large and Group Director of VNU Expos, who mount HD Expo. Her subject was business success, using the very successful HD Expo as a model, with great emphasis on aspects such as self-confidence, persistence, good customer and employee relations. By the time she'd finished, we felt we could go out and conquer the world.

We then split into three small groups for brain-storming session on various aspects of NEWH's fund-raising work. We decided that we should join the group discussing events, but first we needed a little sustenance. By the time we'd found a sandwich, we'd lost the group. We eventually found them round a table in the Cactus Star Bar in the casino, knee-deep in margueritas – hey, our kinda group! Many fund-raising ideas were thrown out, and with true American enthusiasm, most were picked up by willing volunteers.

NEWH in the USA admits men (remember those five men...?). I was interested and a bit dismayed to note how highly visible they were within a room where they made up only a very small percentage of the assembled company. If there was a voice to be heard, a group leader to be appointed, an outside consultant to be hired, it was a man, it seemed to me. Despite not being a militant feminist, I wonder how this happens and I do question whether, as women, we are still too eager to defer to the male, even in our own organization. I think I'm glad NEWH UK is women-only, although the men, themselves, were charming and talented.

On leaving the very enjoyable and instructive NEWH meeting, Thelma and I took yet another wrong turn and ended up at the top of an escalator in a Venetian piazza, complete with gondolas and a canal and I was amazed to notice it was already dusk – that's jet-lag for you. Or is it? No, it's Las Vegas. We were in a giant ROOM, the darkening sky with fluffy clouds was a ceiling and it's dusk there 24 hours a day, 365 days a year – very disturbing when your body's telling you it's 5 a.m.

HD Expo itself was a delightful surprise to us, as exhibition organizer. Having put on several shows in the USA, we are used to a 'pile it high, sell it cheap' level of display over there. HD Expo was much more like Decorex, with exhibitors producing very attractive stands, showing their products off to great advantage, and the quality of the products on show was very high, too. We couldn't recommend it more highly, if you're doing work in the USA and need to source suppliers.

Visit HD Expo and you get the added bonus of the Venetian piazza, the Treasure Island pirate ship, the erupting volcano at the Mirage and the dancing fountains at the Bellagio – not to be missed. As Thelma and I headed into the west at the end of an exhausting but extremely worthwhile few days, we had to admit, our initial cynicism at the concept of LaLa Land had been replaced with a big dose of good ol' American enthusiasm – we'll be back!

Reprinted from the *first* UK newsletter, 2004

spotlight on... Virginia

Hurricane Isabel and tornadoes could not stop the newest chapter of NEWH in Virginia from having its chartering event in 2003. With a month's delay and cooperation from many people, the Virginia Chapter's Charter was held on October 24, 2003 to a sold out crowd.

The black tie optional event was held at Ruth's Chris Steak House in Richmond, Virginia. Laura Nankin, representing the International NEWH, Inc. Board, was on hand to deem the Virginia chapter official.

During the Chartering Event, the two 2003 scholarship recipients were recognized: Loretta Simmons-Jackson and Andrea Polychroni. These scholarships were given through the Washington DC chapter, which also offered leadership, guidance and support during the Virginia chapter's formation process.

The Virginia Chapter would like to thank its sponsors for providing a successful evening. Platinum sponsors were Baskerville, Durkan Patterned Carpet, Jeff Fuge and Associates, Kravet Fabrics, Lighting of Virginia, Milliken Carpets and Northwest Carpets. Silver sponsors were Helfrich Lighting Agency, H. L. Reed Design, Inc., IzzyDesigns, Milton Glaser and Associates, Ruth's Chris Steak House, and Valley Forge Fabrics. Bronze sponsors were Cohen Azzinaro Associates, Durkan Commercial Carpet, H2h, Inc., Peggy Hart-DeYoung and Associates, Marietta Drapery, Muraspec North America, Spinneybeck and Workplace Innovations.



I to r - Julie Farmer, Ginger Salmon, Loretta Simms-Jackson, Andrea Polychroni



I to r - Julie Farmer, Carole Hochheiser-Ross, Helen Hayes



Robert Pascal, chef/owner of La Piaggia

The allure of miles of sandy beaches, beautiful people, sultry clubs, amazing restaurants and great hotels brought to Miami Beach for the first time: The HD Boutique Hotel Show, a conglomerate of quality exhibitors who offered a wide range of options for every attendee who walked among 500 booths in the Miami Beach Convention Center in October 2003.

The icing on the cake for HD Boutique was the Bubble Bash, a NEWH

Chartering Event of the South Florida Chapter, held at a spectacular location by the water.

La Piaggia Beach Club was the spot where hundreds,



Dennis Good with the Bubble Models

dressed SoBe chic, had the chance to relax, dance, walk among bubbles and enjoy a beautiful party with a great goal: to celebrate the chartering of the South Florida chapter as the newest NEWH chapter.

The Bubble Bash was a success, it helped raise over \$15,000 for scholarships in the hospitality field.

South Florida Chapter would like to thank Hospitality Design Magazine/ VNU Expositions, Mohawk / Durkan Patterned Carpets, Burtco, David Dee and Company, Fabric Innovations, Delta Faucet, Design Origins, Impex Development, Indon International, P Kauffman Fabrics, Shaw Carpet, Thibault Wallcovering, Valley Forge Fabrics, Guthrie Associates, Miliken Carpet, MACCI Design Studio, Fire Dragon Candles and Sepy's Museum. Our success lies in their enthusiastic support.

spotlight on...

the recognition of excellence

Joyce L. Johnson Award

a little history...

NEWH, Inc. established the Joyce L. Johnson Recognition of Excellence Award as its highest honor to be bestowed exclusively upon a NEWH member.

The Joyce L. Johnson Recognition of Excellence Award is presented to a NEWH member in recognition of dedicated service to the affairs of the organization, and the pride demonstrated by exemplary contribution for the benefit of all the members of NEWH. In presenting this award, we honor the NEWH member who best exemplifies these qualities.

The Joyce L. Johnson Recognition of Excellence Award is not designated as an annual award, but is to be presented only when extraordinary service to NEWH is unquestionably due such recognition.

This award is given at the Chapter level, and the selection is made by the Chapter President and does not require Board approval.

and this year goes to...

Zina Zimmerman

Zina Zimmerman has lent her design and construction management expertise to the restaurant, hotel and cruise line segments of the hospitality industry for nearly 25 years. Since 1999, she has been doing so as the principal of her own New York-based firm, ZZWORKS, Inc.

Zina has been instrumental in the growth and effectiveness of the Greater New York Chapter over the last 11 years, having served as Fundraising Director, Community Service Director and Vice President. During her leadership as President, the chapter's membership base grew, while it expanded the scope of its networking activities and its fundraising efforts on behalf of such community-based organization as Furnish a Future and the Women's Housing and Economic Development Corporation (WHEDCO). Indeed, as the result of the success of 2002's WHEDCO benefit, for which she was auction chair, Zina was appointed to the board of directors of the nationally acclaimed organization, which fosters the economic advancement of low-income women, men and children through the integration of housing, workforce development and supportive services.

Under her direction, Greater New York launched a new annual initiative - a preview of new restaurants presented in a panel formatted by their designers and chefs - that garnered unprecedented public attendance. It also raised the profile of NEWH with extensive press coverage.

For NEWH, Inc., Zina has acted as Delegate, Public Relations Director, and Fundraising Director and now serves as Vice President of Marketing.

Zina completed her education on two continents, Bezalel Academy of Fine Arts and Design, Jerusalem, Israel and The New York School of Interior Design. Some of her career highlights include a three day film shoot with Barbra Streisand, appearing on a Christmas special with Martha Stewart and producing The Blue Moon Gala, a million dollar fundraiser in 1985 for The Central Park Conservancy.

"NEWH has changed my life; there is no other way to say it. I have been profoundly affected by the friendships that I have made. NEWH has allowed me to put into practice all the skills that I have learned throughout the years. For this I am truly grateful."

Past recipients...

[1992 Los Angeles Founding Chapter](#) Shelia R. Lohmiller; [1993 Los Angeles Founding Chapter](#) Lynda P. Sullivan ; [1994 Los Angeles Founding Chapter](#) Patricia Stoner Barnett; [1995 Los Angeles Founding Chapter](#) Nan Quarles Lachberg; [1997 Chicago](#) Bette Grossman; [Las Vegas](#) Pamela Gideon-Hawke ; [Los Angeles Founding Chapter](#) Judy Regan; [1998 Dallas Chapter](#) Patricia Miller; [Los Angeles Founding Chapter](#) Elsie U. Dahlin; [Los Angeles Founding Chapter](#) Lisa Gray; [1999 Arizona](#) Markie K. Rhoads; [Greater New York](#) Ruth Drachler; [Los Angeles Founding Chapter](#) Dixie Nordstrom; [Washington DC Metropolitan](#) Barbara Azzinaro; [Washington DC Metropolitan](#) Dixie Eng; [2000 Los Angeles Founding Chapter](#) Kristie Koenig; [Los Angeles Founding Chapter](#) Christine Wasmer; [2001 Dallas](#) Patty Frederick; [Greater New York](#) Judy Dobin; [Washington DC Metropolitan](#) Lynda Welte; [2002 Los Angeles Founding Chapter](#) Gail Dysard; [Washington DC Metropolitan](#) Jeanne Varney; [2003 Greater New York](#) Zina Zimmerman; [Los Angeles Founding Chapter](#) Linda Metzger; Linda Beran; [United Kingdom](#) Pamela McMahon



Pamela McMahon receives Women of Excellence Award

Pamela McMahon was born and raised in the US where she gained over 15 years experience in the hotel industry. As part of family business that owned and operated 10,000 hotel bedrooms in the southeast, she established the company's purchasing department and oversaw expenditure of over \$200,000 million.

In 1990, Pamela decided to relocate to London to assist with the expansion of the business into Europe. Four years later, she saw an opportunity to promote American products for the hotel industry outside of the US and set up HDP International in London. HDP evolved into the purchasing company that it is today, with additional offices in Dallas and southern Germany and has undertaken projects all over the UK, Central and Eastern Europe, North America and the Middle East.

In 2001, Pamela approached several other women involved in hospitality in the UK to ascertain interest in the NEWH in the UK. In May of that year, the first meeting of the UK Chapter in Formation was held and attended by over 40 women. Just 13 months later, the chapter was chartered at the first fundraising event with a member-

ship of 60. Pamela has served as the chapter President since its inception and as the Director of Trade Shows - UK on the NEWH, Inc. International Board of Directors.

Pamela shares... "*I have met more people and made more industry friends in the UK and US in the first year of NEWH UK's existence than in my previous 10 years in London.*" Her future goals within the organization are to continue to develop the scholarship programs in the UK and to help establish a stronger relationship between NEWH members and supporters in the US and the UK.



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tips on specs... solid surfacing

In a surfacing world brimming with possibilities, what differentiates that called solid? The International Solid Surfacing Fabrication Association (ISSFA) recently contacted more than 130 resources to establish the most thorough solid surface standard ever compiled, and to adapt and refine testing methods for more accurate results. Solid surfacing differs from stone in two ways: manufacturers control how it's made and what it's made with.

Clearly, the industry has gone global, with sources now stretching from the U.S. to Korea, China, Germany, and Turkey. Though manufacturers are constantly tweaking aesthetics and performance properties, their products maintain serious pros: they are hygienic, repairable, and easily seamed. Between two and three on Mohs Scale of Hardness (10 being hardest), solid surfacing is easily carved and cut. Nearly anything you can do with wood-rout, score – you can do with solid surfacing, say manufacturers.

First invented with acrylic and calcium carbonate fillers, solid surfacing has evolved to include alumina trihydrate (ATH) as translucent filler, which provides for accurate color matching and superior performance. (Particulates came later, offering wider aesthetic options including speckles, patterning, and stone-like looks.) ATH represents an important development: since hydrates transfer heat to steam, solid surfacing stays cool to the touch and most carries a Class I fire rating. Market alternatives to patented acrylic-based products cropped up in polyester and blends, lending slightly different characteristics.

Specifying for performance

For general use, acrylic- and polyester-based products or blends work equally well. However, each product type may have advantages for specific uses. Polyester and blends typically resist damage from solvents. In a nail salon in a spa, for example, where acetone may come in contact with surfacing materials, polyester can enhance performance.

Acrylic-based products may have ductile advantages – transformable, say, to a tight radius or as rippled effects. Argue about stain resistance (for which some specifiers prefer polyester) and impact resistance (for which some specifiers prefer acrylic). Hospitality's mainstream uses widely employ both. Colorwise, dark hues may require vigilant maintenance in commercial applications to polish

out scuffmarks from consistent use (as a bartop, for example).

Acrylics chemically and mechanically bond at the seams; polyesters and blends mechanically bond. Both techniques are highly acceptable and nearly invisible. Beware of joints when using directional solid surfacing (which changes color or effect based on viewing angle); seams must be correctly aligned. Patchwork effects may be created by using such directional materials in opposition.

Class conscious

Want to get terribly creative? Consider using varying grades of solid surfacing, dependent on their applications. ISSFA offers three classifications:

- Standard grade: typically 1/2-inch-thick
- Veneer grade: ranging from 1/8-inch-thick to 1/4-inch-thick and typically glued down to substrate for performance (SSV refers to solid surface veneer)
- Design grade: altered for aesthetic purposes

Ask manufacturers and fabricators about computer-generated cutting techniques such as the design relief routed for hotel showers in a recent vertical installation in 1/4-inch width solid surfacing. For special applications, some producers cast sheets to 108-inch widths, at any length, to avoid seaming and achieve a monolithic look. Molded applications include basins (poured, injected, or stamped), with combined materials (such as solid surfacing and stainless steel) for effect.

A recent buzz over engineered stone involves a class of products consisting of resin and stone. Closer to solid surfacing than to stone, it typically carries Class I fire ratings and offers extreme stain resistance, but is harder than solid surfacing and requires different cutting and repair techniques.

Thanks to the manufacturers, organizations, and solid surfacing experts who contributed information: Lenny Elbon, International Solid Surfacing Fabrication Association (issfa.org); Tony DeBrizzi, Aquaware America; Terry Henderson, Wilsonart; David Orloff, Parksite Surfaces/DuPont Corian.

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window treatments 101...

by: Dallas Bentley, Marietta Drapery

Enormous windows in common areas present infinite design possibilities for window treatments: flowing velvety swags and cascades, spectacular curtains with intricately crafted decorative rods, funky geometric valances or cornices. With such a large canvas, it's easy to get carried away. Unfortunately, the grandest notions with regard to this facet of hotel design can have their hidden pitfalls.

Before you move from the guestroom to the common area, remember that what works for one, doesn't necessarily work for the other. As the scale of the window treatment grows, so does the need for attention to the proper materials and installation. To neglect these details can transform a designer from a god to a goat in no time. Perhaps some tips, ranging from obvious to obscure, by a drapery manufacturer will help prevent disaster before it's too late.

Tip #1

Don't Get Railroaded

The first tip has to do with fabric selection. An important question to ask is: Does the pattern "run up the bolt?" Most drapery goods are 54" wide, and patterns that are railroaded "across the bolt" are not the best candidates for draperies much taller than a man. The use of a pattern with such a repeat will necessitate horizontal seams to match the pattern as it runs down the drapery. Horizontal seams are unsightly and easy to fray...a big no-no. Go with the appropriate pattern repeat from the start or choose a solid and avoid this problem altogether.

Tip #2

Gravity Has a Way of Laughing at the Best-Laid Plans of Designers

"That drapery wasn't touching the ground two months ago, was it?"

Elasticity can vary from fabric to fabric, and, the longer the treatment, the greater the weight, the more likely your stationary panels will be rubbing the floors. Choose your fabrics carefully. If the pattern feels heavy as a sample, it will be exponentially heavier on the window, especially if you add a blackout liner. Upholstery weight goods are impressive but heavy by nature.

Consider how much clearance you desire between the carpet and the bottom hem. Leaving one-half of an inch to spare is cutting things close. A drapery that stretches from two inches above the floor to one inch over time is less noticeable than one that ends up dragging. This may be a rare instance where too short can be preferable to too long.

Does the installation require any extra materials, i.e. decking or stripping, at the top of the treatment that can translate to a need shorten treatment lengths? Some heavy-duty treatments may require wood stripping to the head of the window for added support in their installation. In short, select your goods wisely, consider floor clearance, and always remember installation can add inches where you hadn't originally planned them.



Tip #3

Never Bring a Knife to a Gunfight

A common drapery in a guestroom utilizes rod and baton systems suited for its size and usage. When the treatment grows in scale, so will its operative equipment. Typical hardware will be insufficient to operate more massive treatments. Batons will bend when they reach a certain length, making drawing the drapery laborious and treacherous. Carriers on the rods can only support so much weight. If you want operability and don't want to end up wearing the curtain you're drawing, you will need to consider motorization or heavier duty hardware. This can come at an additional, and sometimes substantial, cost. In other words, be willing to pay for movement if you want it. Planning to have the right tools for the right job will nip these potential woes in the bud.

Tip #4

Honey, We Should've Measured This Sofa Before We Tried To Fit It Through The Door.

Installation. It's not a particularly attractive topic but a necessary one to address early. To illustrate how important planning is, let's look at the recently completed J.W. Marriott Grand Lakes in Orlando, Florida.

The structure of the hotel was made from something called post-tension concrete. In a nutshell, this is where the builders stretch reinforced metal bars, pour concrete around the bars, and, once the concrete dries, cut the bars at both ends. The result is stability in the walls created from the tension of the bars. Ironically, this stability can create instability if you attempt to screw through the concrete and penetrate the bar. It can upset the entire structure of building when that bar snaps.

At the J.W. Marriott, the architect provided for wood stripping in guestroom window frames in the original blueprints. This avoided an unsuspecting drapery installer from creating havoc. For the common areas, a small strip wasn't strong enough to support treatments to be hung on windows thirty

feet tall or taller. Therefore, we fabricated special plywood supports molded to the unique shape of the windows. To make the mold, we had to schedule a time to bring in scissor lifts to the then unfinished hotel and measure the windows. We also had to ensure the finished window wouldn't vary from that point until the hotel's completion.

With the mold prepared, and treatments fabricated accordingly, the installation had to take place in the finished hotel and without the use of scissor lifts, which would likely damage the flooring. It was good that we fabricated the supports so they were sturdy but light enough for men on scaffolding to lift and install without endangering themselves.

To have the opportunity to design the grandest window treatments is a dream. Not planning for the intricacies of turning the drawings into finished products can be a walking nightmare. Often, it's one that occurs too late in the game to save face.

The best advice I can give designers is plan early, plan smart and plan completely. If you don't know, ask the architect, builder or drapery manufacturer about the feasibility of an idea before it grows a life of its own and comes back to bite you, thus damaging your reputation.

That way, you can sleep with visions of valances dancing in your head without the slightest interruption.



WHAT ARE YOUR WINDOWS WEARING?

A collage of four photographs illustrating various window treatments:

- Top Left:** A window with a large, ruffled brown curtain.
- Top Right:** A room with arched windows and yellow curtains.
- Bottom Left:** A room with multiple arched windows and green plants.
- Bottom Right:** A window with a red valance and a potted plant.



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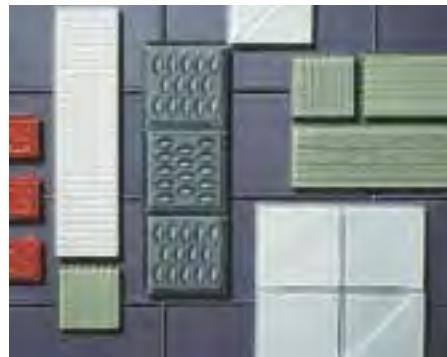
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hot new products



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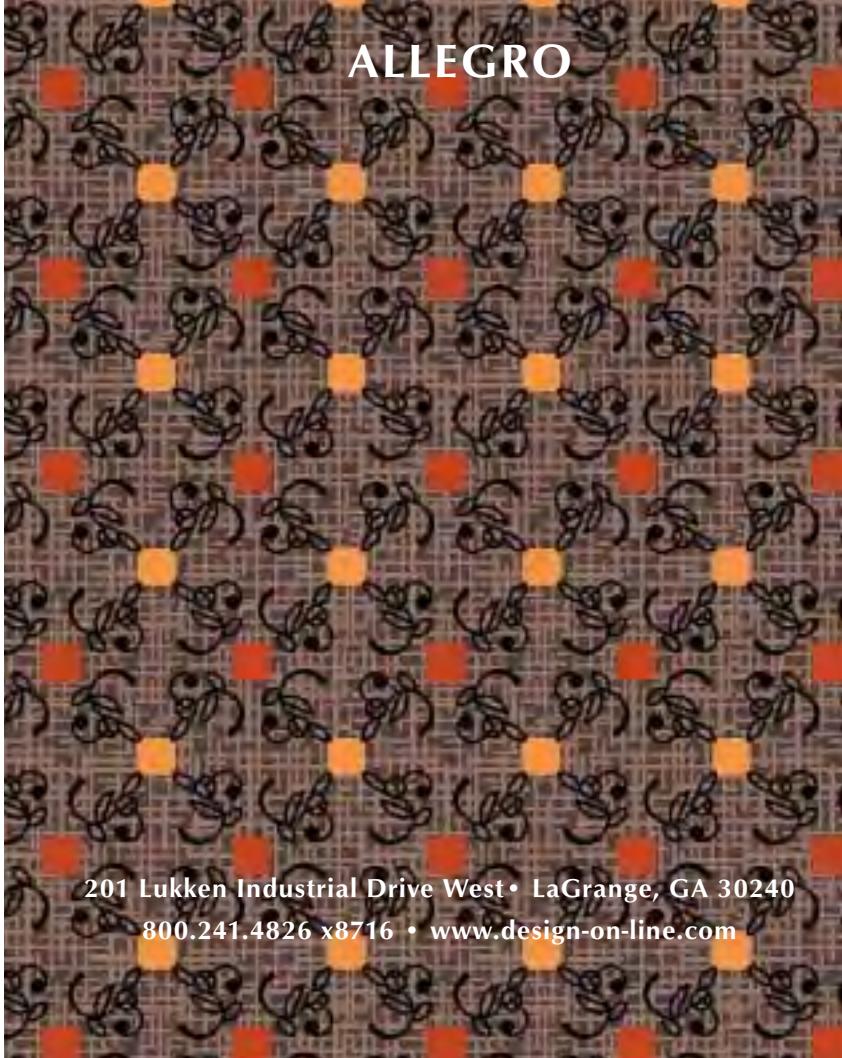




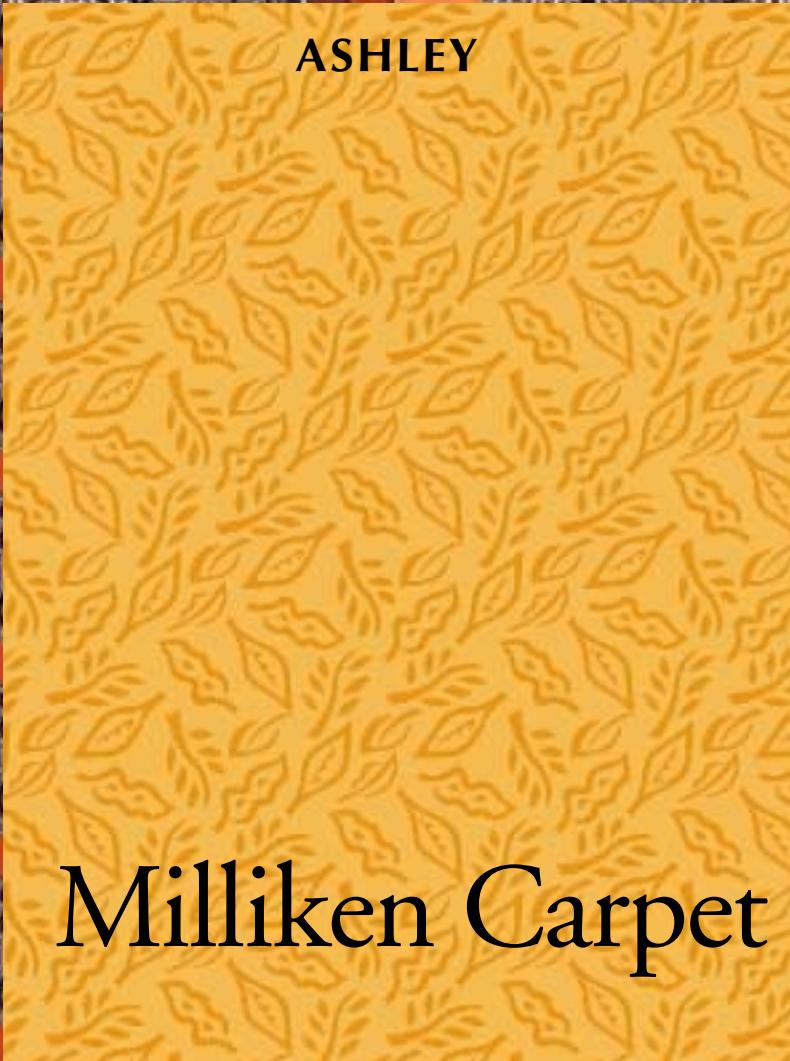
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- Submitted projects must have been completed within the last two years.
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- A minimum of four (4) and maximum of seven (7) photographs of the property. The photographs must be burned onto a CD-ROM, and must be at least 8-by-10 inches in size and a minimum resolution of 300 dpi. The photographer's name and contact information must be included.
- A low-resolution print of the submitted photographs.
- A specific source list of all items and materials used in the project.
- The complete name of the design firm handling the project – include the mailing address, e-mail address and phone number.
- A list of the design team's members, including titles and contact information. Please specify the primary contact on the team.
- A list of contributing professionals who worked on the project.
- Emailed submissions or photographs will not be accepted.

Companies that submit all of the requested information will receive first consideration. All information should be mailed or express shipped to:

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JUDITH UFFNER

bios...



Pura Rojas

With extensive experience in the interior design and renovation of commercial buildings, including hotels and timeshare properties, Pura is the Director of Interior Design at Powell Design Group.

Powell Design Group specializes in architecture, planning and interior design of all types of commercial developments. This year PDG celebrates 20 years of fostering client success through innovative design solutions.



Carl Ross

Carl Ross, President and Co-founder of Carl Ross Design, Inc. has 21 years of experience that spans a vast range of design solutions, including boutique hotels, themed resorts, urban hotel renovations, new-construction resorts, clubs and casinos, spas, conference facilities, restaurants, and timeshare and service apartments. He has worked on projects in Southeast Asia, India, the Middle East, the Caribbean and the US. You can reach Carl at 310.333.1982.

Joanie Neumayer

Joanie Neumayer is the Managing Director of Neumayer Associates, a hospitality marketing and business development consulting firm. Her current clients include an interior design group and landscape architectural firm. She has more than 17 years in travel & tourism marketing. Joanie has extensive global experience working and living in Europe and Asia. She can be reached at 310.316.9913 or joanie@neumayerassociates.com



Robin Holt

Robin Holt, AIA is an Associate Principal with Callison Architecture, Inc. She has more than 20 years of experience designing hospitality projects for major operators, boutique hotels and developers. She is currently co-secretary of the Seattle chapter of NEWH.



Ed Kinney

With over 20 years of experience in the timeshare industry, Ed Kinney serves as senior director of brand, public relations for Marriott Vacation Club International (MVCI), overseeing each of the division's four distinct interval ownership brands, acting as corporate spokesperson, overseeing brand and trademark coordination and developing property identities.



David Kruljac

The PENTA Building Group is a full-service, Commercial General Contractor headquartered in Las Vegas, Nevada with established market segments including hospitality, gaming, retail, industrial-distribution, commercial, and healthcare. For more information, please visit www.pentabldggroup.com



Ken MacGregor

As partner, Ken participates in all management policy and strategic planning for the firm, and as Chief Operating Officer, he is responsible for the finance, administration, computer systems and marketing coordination of Ricca Newmark Design. You can reach Ken at kmacgregor@riccanewmark.com



Pamela Temples McMullen

Pamela Temples McMullen is one of the guiding forces behind the foundation and standards of modern timeshare design. Pamela created the renowned interior design firm "Pamela Temples Interiors," and was continuously ranked one of the "Top Five" timeshare design firms in the world. In 2001, Pamela Temples Interiors was acquired by Wimberly, Allison, Tong and Goo (The world's number one architecture firm) and Pamela sat on the board of directors as Vice President of Design. Recently, Pamela left her post with WATG to become an independent consultant. With a 25 year history in successful timeshare, fractional, and more recently, private residence club projects, Pamela can now tailor her services to change the ever-evolving hospitality industry. She can be reached at Pam@PamelaMcMullen.com.



Charles Monaco

Furniture Design Studios is based in New York with offices in Los Angeles, CA; Orlando, FL and Montreal, Canada. They offer high-tech functional options and custom designed casegoods for many top resorts, hotels, timeshares and design firms throughout the country. For more information, please visit www.fdstudios.com



Pat Miller & Wendy S. Clark

Patricia Miller is vice president and director of hospitality with LEO A DALY, a full-service planning, architecture, engineering and interiors firm. Wendy S. Clark is corporate business development coordinator with LEO A DALY.

Anita Kirk

Art In Motion is art publisher and wholesale framer in Vancouver Canada. In business since 1985, this international leader works with artists from around the world, delivering fashion forward collections to customers in more than 72 countries. To contact their Hospitality Division please call 1.877.4.BUYART or via email to hospitality@artinmotion.com. You can visit Art In Motion's website at www.artinmotion.com.



Stephanie Clemons

Dr. Clemons is an Associate Professor in the Department of Design and Merchandising at Colorado State University. She has taught design for the past twenty years at a variety of land grant institutions. Her strong interest in students has led to the receipt of outstanding teaching and advising awards.

Dr. Clemons has published over fifty abstracts, journal and popular press articles and, with a colleague, received the outstanding research paper award from her professional organization, the Interior Design Educators Council (IDEC), an international design educators' association. She has served in numerous leadership positions in professional organizations and is currently the President of the IDEC Foundation. She was honored in 2003 with the status of Fellow in IDEC. Dr. Clemons was one of a delegation of ten to the Korean World Congress in the Fall of 2000 by special invitation to represent interior design education in the United States.

Andrea Benner

Benner Group Interiors is a one stop shop for exclusive artwork & mirrors, carpeting, fabric and lighting as well as universal design expertise. In business since 1997, Andrea Benner is an Interior Design Consultant and Sales Representative working with Interior Designers, Architects, Project Managers, Property Owners, Purchasers, and Developers. You can reach Andrea at 1.866.579.3737 or at andrea.benner@sympatico.ca.



John Q. Hammons

John Q. Hammons grew up during the Great Depression on a farm in Fairview, Missouri. He attended Southwest Missouri Teachers College (Southwest Missouri State University) in Springfield. Hammons is chairman, chief executive officer and founder of John Q. Hammons Hotels & Resorts. He has been actively engaged in the development and management of hotel properties since 1959. The company primarily develops under the Embassy Suites, Marriott, and Holiday Inn hotels trade names. He is the controlling shareholder of the company.



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