

# dkc NEWS from

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### The only constant is change

As I write this, I have just returned from a long weekend in the Dominican Republic. I was a guest at the Puntacana Resort & Club's Tortuga Bay, designed by island resident Oscar de la Renta. I recently heard Mr. de la Renta speak in Boston at The Leading Hotels of the World conference, and I was struck by his quiet confidence, both in the success of his ventures and in luxury hospitality as a whole. Was he kidding, I thought? I had seen luxury numbers slipping and talked to countless hoteliers worried about the recession. As I flew to Punta Cana, it was hard to reconcile a long weekend at a luxury resort with the economic woes I



worry about every day at my job. Then I arrived. The resort was completely booked and staffers assured me that near-100-percent occupancy had been the norm since the fall and would remain so during high season.

resort or not. Every hotelier worries about occupancy, supplier costs, layoffs and countless other metrics, all with the goal of delivering the best service possible to his or her guests.

#### Our digital revolution

We're doing the same thing here at LUXURY HOTELIER. In January we began our transition to a digital-only platform for the magazine. Yes, this is the last printed issue of the magazine we will produce. The publishing industry is changing, and not just as a result of the recession. Since we first launched LUXURY HOTELIER in September 2007, we have spent a lot of time and resources to find out more about you, our readers. Like the rest of the industry, you are spending more time and money online. So we decided to better tailor our LUXURY HOTELIER content for you, and that means going digital.

You don't have to do anything different. We're still traveling, talking to hoteliers around the world, investigating trends

For the repeat visitors Tortuga Bay welcomes every year, no evidence of a recession was present. But behind the scenes, I'm positive management and employees were shouldering day-to-day issues related to the economy, just like we all do. Some issues are small, some are larger, but we deal with them to get our jobs done.

For example, look at what our cover subject, Mandarin Oriental's Rudy Tauscher, says on the topic ("Detail Man," page 8): "Our guests are the ones feeling the pressure ... and they need a lot of attention, now more than ever."

My point is that during a recession, the back-of-the-house team is working harder than ever to smooth any ruffled feathers for the guests. It doesn't matter if the property is a five-star Caribbean

and finding new products. We're simply packaging it in a different way—a way that will make your operations easier. Think of us as the back-of-the-house crew, modifying our operations in order to deliver everything you need, right on time.



**STEPHANIE RICCA**  
Editor in chief

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