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AIRPORT



Memphis taxiing for another takeoff

Memphis International demolishes and modernizes to try to become the regional go-to for passengers, but there are big obstacles in the way. 4



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ALL THAT CASH

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EDUCATION

Nursing workforce gets big boost

After a decade in development, Southwest Tennessee Community College opens the doors on its new medical building.

MINORITY BUSINESS

Supply chain company growing

Carolyn Hardy and her daughters ramp up their agricultural logistics business, the start of a big expansion. **MICHAEL SHEFFIELD, 10-11**

RETAIL AND RESTAURANTS

Wine shops now selling beer, by law

You may have heard of the new line of products now available at local wine and liquor retailers: Beer.

GREENLINE

CSX sells rails for Shelby Farms trails

Fitness magnet Shelby Farms Greenline will extend further east to Cordova after the county purchases a 4-mile stretch of railroad right of way. **MADELINE FABER, 12**



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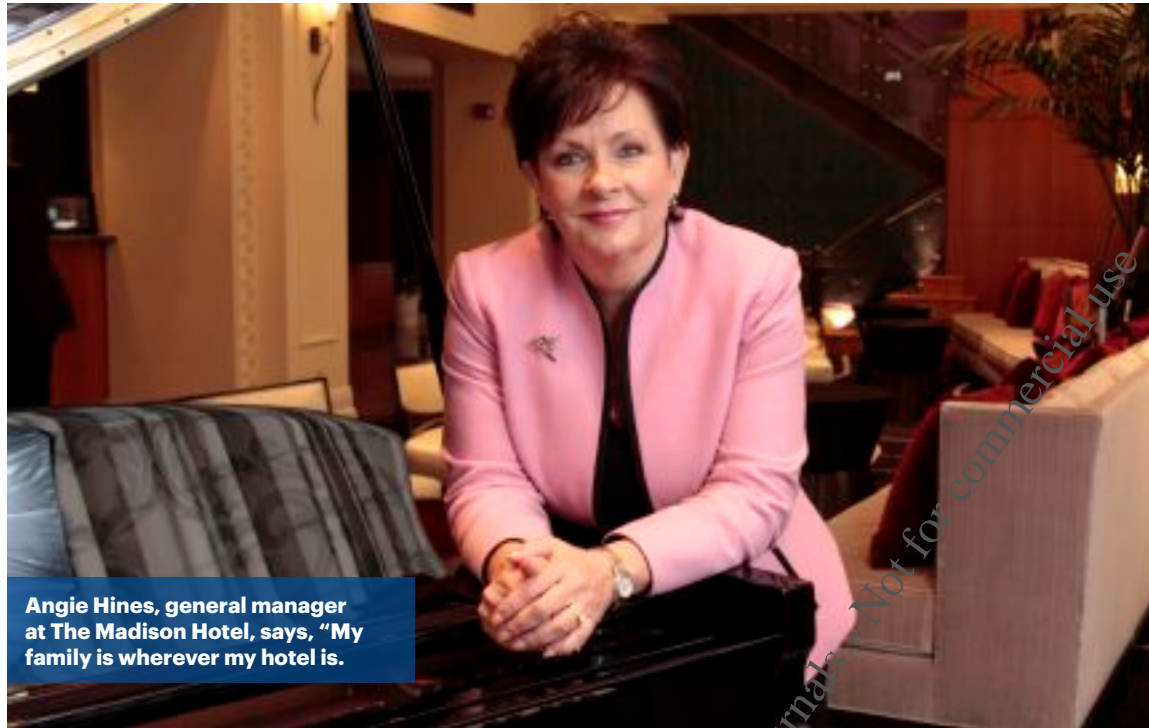
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CONVERSATION WITH...

ANGIE HINES

Settling down in a transient job



Angie Hines, general manager at The Madison Hotel, says, "My family is wherever my hotel is."

ALAN HOWELL | MBJ

BY MICHAEL SHEFFIELD
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During a lunch that was capped with a basket of Grill 83's deep-fried Oreos, Angie Hines, general manager of The Madison Hotel, excused herself to answer the restaurant's phone.

The hostess had stepped away, and Hines didn't want a potential customer to not have their call answered.

It was a small gesture, but it is an example of Hines' philosophy as the hotel's manager: No one is above any job in the hotel.

Hines, a "military brat" who is the oldest girl in a family of seven siblings, was prepared at an early age for the transient life of a hotel general manager, having managed properties in Dallas, Atlanta, Louisiana and Chicago.

But she almost stumbled into the hospitality industry during college.

"I was pursuing broadcast journalism, and I thought I was going

ANGIE HINES

General Manager,
The Madison Hotel

What type of leader are you?: "Every new associate is my guest, and I spend time making sure they're happy, so they can make sure the paying guests are happy."

Management philosophy: "We have titles instead of tiaras. No member of the team should think they're above a job."

Favorite quote: "People won't care how much you know until they know how much you care." — Theodore Roosevelt

Most interesting thing you've seen on the job: "If you're in this business long enough, you'll find a man walking around naked in your hotel."

to be the next Barbara Walters," Hines says. "One summer, I got a job at the Hyatt Regency in downtown Dallas, fell in love with it and never looked back."

Hines spent most of her career working for "big box" hotels before managing a property for Anthony Klok and Gene Kornota in Chicago through a major chain. After getting to know Klok and Kornota, she opted to come to Memphis to take over management of The Madison after Mohamad Hakimian, part-owner and the hotel's first general manager, left in 2012.

Hines had never managed an independent property and hadn't spent a significant amount of time in Memphis, but she took the job and has instantly taken to Memphis.

"Being an Army brat made it easy for me to put roots down anywhere," she says. "My family is wherever my hotel is. In this business, you spend a lot of time in these four walls. I've loved it from the beginning."

Hines also instantly adapted to the independent hotel experience, including a new management company created by Klok and Kornota called Rebel Hospitality. That brand will create independent boutique hotels that incorporate the neighborhoods and environments they're based in.

In Memphis, The Madison has always had a music focus, from sculptures featuring instruments in the lobby to vinyl LP covers in the elevators. But the next step will be the inclusion of traveler guitars in the lobby and some of the rooms, in case a guest wants to pick one up and play. The idea evolved from guests "tickling the ivories" on the piano in the hotel's lobby.

There are also ongoing conversations about building a recording studio in The Madison that would allow guests to record their own version of famous Memphis songs over backing tracks, which they could take as souvenirs.

"They truly wanted everything to be unique and different," Hines says. "With chains, you are what you are, and it looks the same in Nashville as it does in Dallas or L.A. These guys will never be that. There's a culture, but the core of the property is unique."

And while she is always prepared to move to the next property, Hines says she could also see The Madison being her final stop.

"When they tell me I need to go somewhere, I'm never finished (with the hotel), but I've never told them to get me out of here either," she says. "I take this very seriously, like it's my money, my investment and my future. If you don't care about tomorrow, you're not setting yourself or the hotel up for success."

Hines' approach to the hotel business has always been about fairness and being hands-on with every piece of the work, but she knows what the business is truly about.

"I sell an experience, whether it's sleeping, business training or a romantic experience," she says. "I don't over-complicate it. I'm just an innkeeper at heart."