# INSIDE THIS ISSUE



## NEWS

- 8 Today's hotel security concerns come from data breaches, terrorism
- 12 | Hotel companies take OTA relationships seriously in 2016, opting for more partnership
- 13 | Marriott International restates its place in the world of property management
- 14 Tips for buying and selling franchised hotels with the special issues they entail
- 16 New studies show that Airbnb has had no quantifiable effect on hotels
- 20 | EY digs into the mindset of 2016 with list of major industry trends

### OWN

- 22 | Seattle's development boom and Nashville's musical heart
- 24 | Full-service development and acquisitions are on the rise
- 26 | Select-service segment retains strength for future investments









- **16** New studies show that Airbnb has had no quantifiable effect on hotels
- 20 EY digs into the mindset of 2016 with list of major industry trends

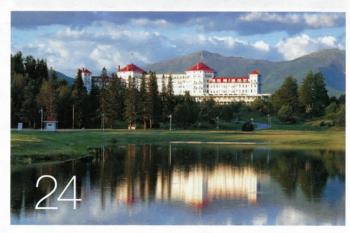
#### OWN

- 22 | Seattle's development boom and Nashville's musical heart
- **24** Full-service development and acquisitions are on the rise
- **26** Select-service segment retains strength for future investments

#### COLUMNS

- 6 Up Front | David Eisen
- 28 Legally Speaking | Karen Morris
- 30 On Finance | Jeff Wilder
- 31 Trends & Stats | Warren Marr
- 32 Labor Report | David W. Heath
- 90, 106 Seen
- 93 Ad/Editorial Index
- 93 Marketplace
- 95 Classifieds









HOTEL MANAGEMENT (ISSN 2158-2122) is published monthly (except two issues in February, April, June, October and December - 17 issues yearly), by Questex LLC, 757 Third Ave, 5th Floor, New York, NY 10017. Subscription rates: \$79 for 1 year, \$122 for 2 years in the United States & Possessions; \$106 for 1 year, \$160 for 2 years in Canada and Mexico; \$12.50 all other countries \$175 for 1 year, \$255 for 2 years. Single copies (prepaid only): \$5.50 in the United States; \$6.50 in Canada and Mexico; \$12.50 all other countries. Back issues if available are \$10 in the U.S.; \$12 in Mexico and Canada; \$240 for all other countries. International subscriptions will be subjected to \$82.50 per annual order for air-expedited service. Include \$7.15 per order plus \$2.20 per additional copy for U.S. postage and handling. Periodicals postage paid at New York, NY 10199 and additional mailing offices. POSTMASTER: Please send address changes to Hotel Management, P.O. Box 1267, Skokie, IL 60076-8267. Canadian G.S.T. number: 840 033 278 RT001, Publications Mailing Agreement Number 40017597. Printed in the U.S.A. Copyright 2016 Questex LLC. All rights reserved.

Copyright 2016 Questex LLC. All rights reserved. No part of this publication may be reproduced or transmitted in any form or by any means, electronic or mechanical including photocopy, recording or information storage and retrieval system, without permission in writing from the publisher. Authorization to photocopy items for internal or personal use, or the internal or personal use of specific clients, is granted by Questex LLC for libraries and other users registered with the Copyright Clearance Center, 222 Rosewood Dr., Danvers, MA 01923; phone; (978) 750-8400; fax (978) 750-8400; fax (978) 750-4470; call for copyring beyond that permitted by Sections 107 or 108 of the U.S. Copyright Law. For those not registered with the CCC, phone permission request to Wright's Media (877) 652-5295. Hotel Management does not verify any claims or other information appearing in any of the advertisements contained in the publication, and cannot take any responsibility for any losses or other information appearing in any of the advertisements contained in the publication, and cannot take any responsibility for any losses or other information as reliance on such content. Hotel Management does not verify any claims or other information and other materials but cannot be held responsible for their safekeeping or return. Questex LLC provides certain customer contact data (such as customers' names, addresses, phone numbers and e-mail addresses) to third parties who wish to promote relevant products, services and other opportunities which may be of interest to you. If you do not want Questex LLC to make your contact information available to third parties for marketing purposes, simply call toll-free (866) 344-1315 between the hours of 8:30 a.m. and 5:00 p.m. CT and a customer service representative will assist you in removing your name from Questex LLC's lists. Outside the U.S., please phone (847) 763-9594.