INSIDE THIS ISSUE

NEWS

- 6 | Augmented reality
- 8 Inside Brazil's hospitality sector
- 12 | Choice Hotels' Janis Cannon
- 16 | Aparium's Midwest revival
- 19 | NYU Hospitality's new name
- 20 Red Roof grows up globally
- 24 | Smart tourism on the horizon
- 28 RLHC's Expedia partnership
- 32 Top-of-mind for hoteliers

OWN

- 34 | Arlo Hotels goes small
- 36 | First Hyatt House in NYC
- 38 | Alfa Development's new take
- **40** The Motor City's rebirth
- 44 Milwaukee demand rising

COLUMNS

- 4 Up Front | David Eisen
- **50** On Finance | Jeff Wilder
- **52** Legally Speaking | Karen Morris
- 54 Travel Trends | Peter C. Yesawich
- **56** The Flip Side | Glenn Haussman
- 96 Classifieds
- 106 Ad/Editorial Index
- 106 Marketplace







DEPARTMENTS

ONE-ON-ONE

58 | Katherine Lugar

The AH&LA head has strong ideas on the issues facing hospitality, and what to do about them.

SPECIAL REPORT

62 | Top Hotel Companies

The industry's heavyweights show off their development pipeline numbers through June 2016.

78 Independent Roundtable

Eight industry experts discuss the independent life—the good and the bad.

TECHNOLOGY

82 | Minibars

Automation is the next revolution taking place worldwide, but are minibars in the crosshairs?

OPERATIONS

84 | Televisions

Hotels will always need TVs in public spaces, but the purpose of these fixtures have changed.

DESIGN

87 | Flooring

Rugs and carpets still have a place in hotels, and the materials and designs are continuing to evolve.

ON THE BLOCK

90 | Brexit Forecast

Britain's exit from the European Union has created a storm of uncertainty, but the U.S. may still benefit.

VENDOR'S VIEW

92 | Chargerback

The ability to locate your guests' lost items can turn you into a hero, and this company has your back.



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; 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; \$24 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) 750-4470; 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 damages in reliance on such content. Hotel Management welcomes unsolicited articles, manuscripts, photographs, illustrations 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.