

Special Report

8 Purchasing Companies

In 2010, purchasing firms saw a jump in partial renovations and an increase in lead times, reflecting a damaged yet burgeoning market, marked with optimism, resiliency and clever solutions. Trends on page 12.

14 Design Companies

While monetary concerns certainly cast a shadow across development plans, the biggest trend was not only clever and cheap design, but also a focus on public spaces serving as a means of gathering guests together, heralding a newfound emphasis on the transitory community hotels provide. Trends on page 13.

20 Construction Companies

As development tapered off due to a lack of lending in 2010, the number of renovations grew while new-build construction dropped. While incentives and brand support for renovation projects are a boon for construction companies, the long-term drought in new-build projects is casting a pall on projected growth in 2011. Trends on page 18.

22 Lending Sources

What is a good hotel deal and what is it worth? This is the question hotel lenders are asking as hotel fundamentals start to return to pre-recession levels. Although it is getting easier to define valuations, lack of sales comparables and depressed industry fundamentals mean borrowers have to be prepared when they come to the table. Trends on page 23.

24 Brokers

2010 was a tough year for brokers, however, sellers and buyers are seeing a clear bottom to the cycle and can forecast the future with greater accuracy. Also, debt and capital are starting to open up. Trends on page 26.

28 Brands

Lifestyle and boutique concepts have been all the rage this year, with the launch of Virgin Hotels as well as the introduction of the B Hotels brand in Fort Lauderdale, Fla. Wyndham acquired Tryp and Marriott's first Edition opened, paving the path for more changes in 2011.

38 Multiunit Owners and Developers

At the end of the day, it's the hotel owners who have to pay the bills, and that was tough in 2010. But the tides are turning. As hotel occupancies began to turn the corner this spring, owners noticed improving numbers for their portfolio of operating hotels. Trends on page 36.

46 Third-Party Management Companies

The issue of rate is still weighing most heavily on operators. For that reason, companies are getting creative in their plans to drive revenue. Social networking is a huge issue for management companies, as they ponder how much time to invest in it and how to respond to negative hotel reviews. Trends on page 45.

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