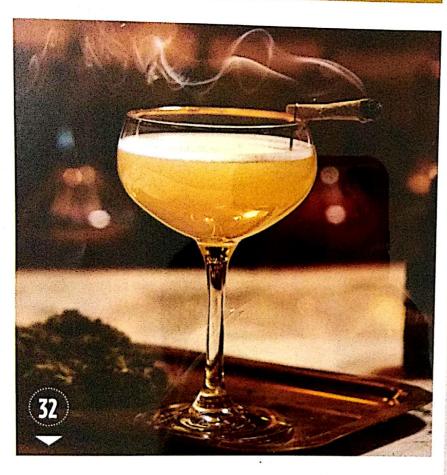


FEATURES



F&R

Alt-meats have become hotter than ever with companies like Accor, Hotel Icon and Kimpton getting in on the action. And when it comes to the growing lifestyle segment, the importance of solid F&B cannot be underrated.

38 DESIGN

Hotels are moving more toward communal hubs, whole rooms dedicated to a single concept (such as vegan), and properties in dense city neighborhoods where guests don't mind smaller rooms for the tradeoff of being near top attractions.

(41) > TECHNOLOGY

Last year saw the biggest data breach in hotel history, and the problem isn't going away any time soon. One tech expert offers a way forward. And as Siri makes herself at home, other AI devices and apps are talking their way into guest rooms and getting smarter and more personal in the process.

46 > OPERATIONS

The labor shortage is in a crisis and hoteliers are continually operating with short-staffed properties. While hotels need to be competitive in pay and benefits, the industry needs to tout the perks, including career advancement opportunities which should be central to any great culture.

54 WELLNESS

If health is the new wealth, hoteliers are getting rich. We have our eye om everything from sleep to medical tourism and fitness. Wellness is the way of the future.

57 > SUSTAINABILITY

With scientists around the world warning that a reckoning is coming in about 10 years regarding global warming, hotels leading the way need to go more public with their sustainability stories — bringing guests along for the journey, continuing to innovate and conveying urgency without panic.



About the cover

With US\$225 million in funding to date, Selina has been designed for digital nomads who call anywhere their office. Launched in 2015 in South America and today based in New York City, Selina operates 46 locations in 13 countries, with over 22,000 beds open or under conversion. It combines private and shared rooms with co-working spaces like this one in Cartagena, Colombia, as well as F&B, wellness, retail and local experiences. Leadership aims for 130,000 beds in 400 properties by 2023.

DEPARTMENTS

- 6 EDITOR'S DIARY
 Home-sharing legitimized
- 59 SUPPLYLINE
- 63 PRODUCTS
- 70 LAGNIAPPE
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PUBLISHED BY MARKETING & TECHNOLOGY GROUP

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HOTELS (ISSN 1047-2975), Volume 53, Number 5, Published monthly (except for combined Jan/Feb and July/Aug issues) by Marketing & Technology Group Inc., 1415 N. Dayton St., Chicago IL 60642-2643; 312-274-2200; fax 312-266-3385. Periodicals postage paid at Chicago IL and at additional mailing offices. Copyright © 2019 Marketing & Technology Group Inc. All rights reserved. Reproduction in whole or part without written permission is prohibited. POSTMASTER: Send address changes to HOTELS, 1209 Dundee Ave #8., Elgin IL 60120. SUBSCRIPTIONS: call U.S. only 847-697-2111 or e-mail

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www.TheCarverCompanies.com www.CarverEurope.com Page 61

Choice Hotels International

www.CambriaDevelopmenbt.com Page 29

DIRECTV

877.216.1478 Pages 44-45

Dish Network

www.dish.com/evolve Pages 10-11

Fiera Milano

www.host.fieramilano.it/en Page 56

FRANKE Kaffeemaschinen

coffee.franke.com Page 67

Front of the House

www.frontofthehouse.com

Page 3

Frontline Performance Group

www.fpg-ingauge.com Page 51

Guest Supply

www.guestsupply.com

Hotel Investment Conference Asia Pacific (HICAP)

www.HICAPconference.com

Page 62

Hilton Worldwide

www.Hilton.com/development Page 5

Hospitality House

www.thehospitalityhouse.com Page 31

Hotel Technologies

www.hoteltechnologies.com Page 17 (A)

Intercontinental Hotels Group

www.development.ihg.com/avid Page 49

K.R. Moeller Associates

www.modio.audio Page 7

Liebherr

home.liebherr.com Page 9 (I)

The Lodging Conference 2019

www.thelodgingconference.com Page 58

Margaritaville

www.MargaritavilleResorts.com Page 53

MEIKO Maschinenbau

www.meiko-global.com Page 17 (I)

NYU School of Professional Studies International Hospitality Industry Investment Conference

sps.nyu.edu/hospitalityconference Page 8

Oelo Lighting Solutions

www.oelo.com Page 9 (A)

Outrigger Enterprises Group

www.outrigger.com/development Page 65

POST Integrations, Inc.

www.postint.com

Page 21

Pure Wellness www.pureroom.com Pages 36-37

Radisson Hotel Group

www.radissonhotelgroup.com/development Page 43

Seltmann

hotel.seltmann.com Inside Front Cover (I)

Showtime Networks Incorporated

www.sho.com/bulk Inside Front Cover (A)

Food&HotelAsia (FHA) 2020

www.foodnhotelasia.com

Page 68

Southern Aluminum Mfg. Inc.

www.sa-tables.com

Page 65

Springer-Miller

go.springermiller.com/worldnxt-hotelsmag Page 35

Tempur Sealy International Inc.

www.tempursealyhospitality.com/hotels Pages 24-25

Trump Hotels

www.trumphotels.com Inside Back Cover

UJA Federation of New York

www.ujafedny.org/hospitality Page 40

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Zieher KG

www.zieher.com Page 1

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