

TELEGRAM

THE POWER OF A NAME, LOGO & CULTURE

BY LINDA KOMORNIK, CORPORATE DIRECTOR OF SALES & MARKETING



Our Name: “Great American Hotel Group came by its name quite naturally” notes Dave Akridge, President of GRAM. “Our company’s history was founded on the original company - GAP Management - Great American Properties. Because of trademark availability, our founding officers could not adopt the original name, so the name Great American Hotel Group was born.”

Much research goes into naming a company. In choosing a name, founders must think about the potential of their company, pride of ownership, and how they want to be perceived in the marketplace. Creating a name for a company and the corresponding imagery that will represent that company and their team, are the building blocks and mainframe of any company’s culture – things that you must aspire to, live up to, and embody as your company’s core tenets. The livelihood and reputation of a company will also be forever associated with your company name, logo, and culture.

Our logo: Much can be said about imagery as well. Think about the big brands and companies. When you see the icon of an Apple, or the Nike swoosh what do you think of? What about Marriott or Hilton logos? When you see the M or the H, do you have instant brand recognition? Do you think of their success in the marketplace or the strength of their teams? Do you think of their profitability? Most importantly, do these icons make you think reliability and trust?

On the other side of the coin, when you see the logos of companies who are no longer in business, what do you think of? Are you reminded of their shortcomings and failure to innovate? Logos can be powerful symbols and choosing one to represent your brand needs to be thoughtful as this is the icon that will potentially follow you into history.

GRAM’s red-white-and-blue logo pays homage to the word “American” and the pendant shaped flag-waves are reminiscent of the ocean and pay tribute to our former company name Ocean Hospitalities, Inc. It is interesting to note that during our company’s transition, our logo was more of a design choice rather than an inspirational choice. It came from the mind and creativity of a graphic artist rather than born from a culture. As we move forward, we have reevaluated our image and what our icon represents.

In our original logo – the “stripes” are flag-like. In our new logo design (pictured above), the stripes are now waves and represent more abstract notions - characteristics that are implied, and not often stated out loud – things like fluidness in response, the ability to pivot or roll with the tides, strength of character, standing strong in the wake of adversity, and being able to reinvent ourselves like the daily tidal changes caused by the waves of the ocean.

These are what our name and logo represent – and what our company culture is actually built upon. Did we know this when we chose our original name and our logo? Maybe not, but this is what our culture has evolved into – and what we stand for with our portfolio hotels and businesses. Embodying a strong foundational core by every associate is paramount to our company’s success.

Our culture: Company cultures are attributes that are earned, and people will not be convinced of your strength, loyalty, and integrity unless your associates live your company culture every day. We can talk about our culture until we are ‘red/white/blue’ in the face, but until we all embrace these attributes, the written word has no meaning.

As we move from one place in time to the next, all of us at Great American Hotel Group (GRAM) are committed to living a culture of honesty, integrity, and hard work. We invite you to stand with us as we all embrace 2021 and our strengthened company culture. Let’s take the best from our history and refine it for future success.

INSIDE THIS ISSUE

BEST OF LIST - 2

LET’S CELEBRATE - 3

I AM HUMAN, I AM A RESOURCE - 3

NEW KIDS ON THE BLOCK - 4

ROOMER HAS IT - 4

SELLING THE SIZZLE - 5-6

OPERATIONALLY SPEAKING - 7

BY THE NUMBERS - 7

CREATING OUR BEST OF 2020 LIST

AS OUR COMPANY MOVES FORWARD INTO THE NEW YEAR, WE ARE PROUD TO HIGHLIGHT SOME OF OUR COMPANY'S 2020 ACCOMPLISHMENTS, AND IDENTIFY OPPORTUNITIES TO GROW IN 2021....

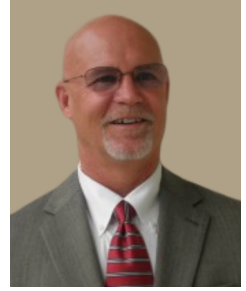


DAVE AKRIDGE
PRESIDENT

OPERATIONS:

2020 Accomplishments: Adjusted our safety and cleanliness protocols to meet the demands of the CDC and our state/local health department mandates. Protected our staff by insisting that not only they, but our customers wear masks, wash hands, and keep areas sanitary.

2021 Opportunities: Continue to focus on all safety and cleanliness protocols. Look at all the products we use and the technology available to us and try to be more responsible. Encourage the use solar and/or renewal energy when we can do so without breaking the bank. We will make better decisions as it relates to travel and will combine trips for cost savings whenever possible.



ROB GREENE
REGIONAL DIRECTOR
OPERATIONS

SALES:

2020 Accomplishments: We quickly adjusted our sales activities based on the goings on in our individual communities, states, and our country. Modified our sales approaches from hard sell to account maintenance, and focused specifically on care and concern of our clientele and staff. Reached out to clients and markets that needed us the most and emphasized that we will be here when you need us. Did not abandon our sales strategies as it related to rates and focused on staying the course when appropriate as opposed to giving the house away. Created a kinder and more compassionate approach to social media. Increased training, learning, and mentorship to staff. Created and distributed a Sales Training and Orientation Manual for Sales Managers.

2021 Opportunities: Strive to be a better communicator with sales operations teams at the property level. Re-adjust my style person-to-person and stop assuming that everyone's mission is the same. Be more concise and improve my ability to pivot. More patience. Fine tune the Sales Training and Orientation Manual for Sales Managers and make sure policies, procedures, reporting, etc. are up-to-date. More positivity and less negativity. Always be at the top of my game. Best breeds better and we always need to improve our game.



LINDA KOMORNIK
CORPORATE DIRECTOR
SALES & MARKETING

ACCOUNTING:

2020 Accomplishments: GRAM became a Bronze member of the New Hampshire Hospitality Relief Fund. Proactively cross-trained all Corporate associates so that when extra hands are needed, that all team members can pitch in. Each associate still has their expertise, but now cross-trained knowledge makes it easier when the call for assistance is made. While we are a small company, we all are informed about most every topic and can provide assistance when needed.

We improved our digital and technological education by training in the use of Zoom, Microsoft Teams, Google Hangouts, and other meeting and webinar methods so we can be more versatile electronically.

2021 Opportunities: Reinforce deadlines and the importance of keeping on schedule as it has a Domino effect. Insist on adherence to accountability of all systems and procedures. Do more property visits (after COVID restrictions are lifted) and until then, do more "property visits" via video check ins. Reissue the "blue book" with updated guidelines for reporting.



GABRIELLE SMITH
CORPORATE CONTROLLER

HUMAN RESOURCES:

2020 Accomplishments: HR Covid challenges required a tremendous daily nimbleness to better support all of our hotel leaders and their staffs. Unknowing in some cases from hour to hour, how the day will unfold was particularly stressful for all of us, but particularly for our hotel colleagues on the front lines. I am very proud of our team and what they accomplished this year. They are heroes to me.

2021 Opportunities: Take a good look at our lifestyles and health initiatives and make sure that each of us are prepared for the long road ahead. Continue to support all of our team members in what will likely be a difficult year, while upholding hotel policies, standards, brand mandates.



SUZANNE BAELE
CORPORATE DIRECTOR
HUMAN RESOURCES

LET'S CELEBRATE

CELEBRATION STATION

In case you want to celebrate, here is a list of National and "other" holidays: 1/27 - Chocolate Cake Day; 1/28 - Daisy Day; 1/2 - Groundhog Day; 2/4 - Homemade Soup Day; 2/9 - Pizza Day; 2/14 - Valentine's Day; 2/15 - President's Day; 2/17 - Random Acts of Kindness Day; and 2/23 - Play Tennis Day.

Remember salesmanship means being unique and standing out from the crowd. Some of these "days" will allow you to get your customer's attention in a positive and unique manner.

A LITTLE BIT WISER

Wishing a "Happy Birthday" to our Great American Hotel Group office and property GMs:

Randi Lovec - 1/29

Greg Smith - 2/14

AROUND THE BLOCK

Wishing a "Happy Anniversary" to our Great American Hotel Group office and property GMs:

Rob Greene - 24 years

Dan Hays - 20 years

Jerry Ianello - 6 years

Sheri Kresky - 5 years

Jeff Karl - 3 years

Kim Bates - 2 years

Angela Deutsch - 1 year

GOING TO THE CHAPEL

It was a special holiday for Linda Komornik, Great American Hotel Group's Corporate Director of Sales & Marketing. Her long-time partner Charles Hartman, a Virginia Beach portrait artist and photographer, popped the question on Christmas Eve and proposed marriage.



"It was unexpected, romantic, and joyous and, without any hesitation, I said 'yes' to my best friend," noted Linda. "We are not in a hurry to exchange vows, and plan to wait until our friends and family can travel and gather safely, and that we can hug those we love without fear," she added. "Our hope to get married sometime in the Fall/Winter of 2021."

"The event will be casual and festive, and you can be sure that the day will be filled with great food, great music, and dancing!

Please join all of us as we send our best wishes to Linda and Charles.



I AM HUMAN, I AM A RESOURCE

SUZANNE BAELE, CORPORATE DIRECTOR OF HUMAN RESOURCES

I Am Human, as we all are Human; and, as humans we feel deeply, especially during times that are particularly difficult or challenging. This has been the case much like it has been since March of 2020. The word relentless comes to mind.

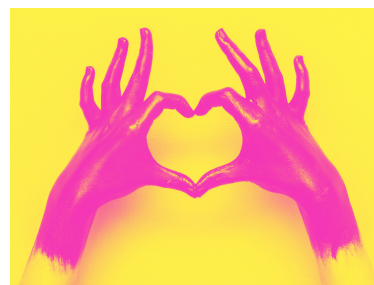
HR Corner
New Hot Line Phone Number guarantees total anonymity!
All complaints of harassment must be taken seriously and communicated to Suzanne Baele, Corporate Director of Human Resources at 603-828-4212.

Looking back, and then looking at this new chapter in our history, I see a myriad of lessons learned, core values reaffirmed and the keen desire to work through even in the darkest of times -- it makes us Human.

Every single one of us has had to commit to showing up and being there, not just for ourselves but for our families, our colleagues, our hotel associates and our guests. Who could have ever imagined greeting one another behind the shields of a mask, no longer shaking hands, standing six feet apart.

But we did it. We did it because it is the right thing to do and we will prevail. I have tremendous faith that 2021 will be better, that we will take the history lessons of 2020 with us, and that we will continue to succeed.

I mean after all, we are HUMAN.



TELEGRAM STAFF:

EDITOR/CORPORATE SALES & MARKETING
Linda.Komornik@GreatAmericanHG.com

CONTRIBUTING WRITERS

PRESIDENT
Dave.Akridge@GreatAmericanHG.com

CORPORATE HUMAN RESOURCES
Suzanne.Baele@GreatAmericanHG.com

CORPORATE CONTROLLER
Gabrielle.Smith@GreatAmericanHG.com

REGIONAL DIRECTOR OF OPERATIONS
Rob.Greene@GreatAmericanHG.com

180 LOCUST STREET | SUITE 2 | DOVER, NH 03820
603.373.1510 | WWW.GREATAMERICANHG.COM

NEW KID ON THE BLOCK

FAIRFIELD INN & SUITES MILLVILLE NJ



Welcome to our new General Manager Tim Carroll. Tim joined the team late last year and has been a welcome addition to the hotel. His experience includes stints as GM for Hampton Inn in Swedesboro where he not only oversaw the hotel, but directed both an interior and exterior renovation. His Marriott experience includes GM at the TownePlace Suites in Branchburg, and Operation's Manager at the Residence Inn Hamilton. His achievements include 92% and 97% (respectively) QA evaluations scores, and he was awarded Marriott's Spirit to Serve Award in 2016. His fortes include consistently performing in the top 10% for Room Cleanliness levels, Tim has served on transition task forces, worked as Housekeeping Manager, Front Desk, Back Office and management capacities. He has sales experience outside the hotel industry.

Tim is a 2015 graduate of Rowan University with a Bachelor's of Arts degree in Law and Justice. His original intention was to go to law school and study business law but fortunately he "caught the hospitality bug" from a friend who convinced him to help open the Residence Inn. After that - it was all about hotels!

In his free time, Tim is focused on family. He loves to eat and cook with his Mom and Dad, has two brothers, and a niece and nephew. When not at the beach, you'll find Tim on the links. He enjoys golf with his Dad and friends and is an avid sports fan. Welcome aboard Tim.

ROOMER HAS IT

CLARION SHEFFIELD AL

The Clarion in Sheffield, AL is currently going through a total renovation to include guest rooms, public space, and food & beverage operations. All staff pitched in for a "day of moving". It was a great day of teamwork!



PICTURED HERE ARE (FROM LEFT TO RIGHT) FRONT OFFICE MANAGER KRYSTLE FRANKS, CATERING SALES MANAGER EMILY THOMPSON, AND GM KIM BATES

The hotel is going through a well-deserved metamorphosis.

The first floor of guest rooms is well on its way to completion, but the most exciting part of the transformation will be the restaurant. The team is working with the Muscle Shoals music community to resurrect the vibe of the recording industry history that is steeped in the area. The decor and concept will be themed after this history.

FAIRFIELD INN & SUITES MILLVILLE NJ

2020 One of the Best READERS' CHOICE AWARD



AWARDED TO:
Fairfield Inn & Suites by
Marriott Millville Vineland

CATEGORY:
Hotel
August, 2020

Presented by:

THE DAILY JOURNAL

Karen Guarasi
Karen Guarasi, President

The Fairfield Inn & Suites in Millville Vineland NJ was awarded a "Best of 2020" in the hotel category by the local newspaper The Daily Journal. Achieving a 90% cleanliness score for the month of December was one justification for the prize. Congrats Team!

M3 AWARDED TOP HONORS



Hotel Tech Report announced the winners of the 2021 HotelTechAwards. Our vendor partner M3 was selected as the #1 Reporting & Accounting Software and #2 for Scheduling & Labor Management. Their competition was based on over 10,000 hotel software product reviews collected over the year. The winners were selected through multiple key performance metrics such as product popularity, customer satisfaction, integration compatibility, and quality of customer support.

"In the midst of a global pandemic, 318,466 hoteliers visited Hotel Tech Report from every corner of the globe contributing 10,227 verified new product reviews during the 3-month awards period to share insights about their favorite tech products to run and grow their businesses. It has been inspiring to see this massive wave of hoteliers sharing technology insights and product recommendations," says Jordan Hollander, CEO of Hotel Tech Report.

Congratulations to the M3 Team for their unwavering commitment and to continually delivering exceptional service.

SELLING THE SIZZLE

LINDA KOMORNIK, CORPORATE DIRECTOR OF SALES & MARKETING

It is now January 2021. Ten months ago (some locations maybe longer), we hunkered down into pandemic mode, stopped selling face-to-face, and modified our sales approach to a "checking up". Our main message was "we will still be here when you need us and until then, stay safe".

Over these months, I have continuously and consistently asked that we all continue to maintain our relationships with our customer base and sell to them using the most timely messages and formats. This has been a hard and emotional exercise for all of us. Sales people inherently WANT and NEED to sell, and to sit back and tread water is not in our nature.

My biggest fear is that complacency may have set in for some, and that now that we have crossed the threshold into 2021 that some may have lost their way. Sales people are now covering shifts for GSRs, breakfast attendants, housekeepers, laundresses and are spending less, and less time in the sales arena. Owner's are reluctant to bring back staff to save payroll and try to maximize revenues. At some point though, we need to realize that until we refocus on sales that we cannot move forward. This is a call to focus! We need to pump up the volume, pull up our bootstraps (and any other phraseology you want to use) and motivate ourselves to giddy up.

Thomas Penny, President of Donohoe Hospitality Services noted in a recently published article about hotel ramp ups following a pandemic period that, *"This is not a period of being passive. This is not a period of being overwhelmed. This is a period of intense competition. And we want leaders in our hotels that are excited and ready to compete. This will be a world-class race, and you want to be at the front of the race."*

In that same article, Matt Barba from Charlestowne Hospitality added, *"As we all not so patiently waiting for business demand to return to pre-pandemic levels, we find ourselves on the precipice of a renaissance of sorts. During this unprecedented time in history, hoteliers have been presented with three specific opportunities. Health, safety and sanitation. Numerous standard operating procedures were either implemented or reinforced this year as it relates to guest and employee safety. Now is the time to take stock of these procedures and refine the execution and optics as you establish what will remain as part of the new world order. Wallpapering a guest room with 'sanitized' stickers is not the long-term solution. There needs to be a balance between instilling guest confidence while maintaining a sense of normalcy and staying on brand. Get your house in order: It's been a minute since we were in the throes of our normal operating routines. The environment is right for coaching, training, training and more training. We must also realize that our business mix may change moving forward and we need to adjust our sales strategies accordingly."*

Optimism has never been so important as it is now. Andrew Rubinacci from Omni Hotels and Resorts (a former employer of mine) noted: *"We feel confident to welcome guests back, when they are ready to return. We believe there is a way to travel safely during these times with new initiatives in place. For example, we created the 'Omni Safe & Clean' program, which includes updates to our check-in process, meeting room layouts, food-and-beverage services and our communal spaces for a safer experience. Omni is the first brand to implement a new social distancing filter to the meeting and event page on property websites. The new feature allows users to review meeting and event spaces at Omni properties based on the number of attendees to ensure room for social distancing. Users can toggle between standard, moderate and strict settings while viewing new meeting space diagrams and enhanced visuals. Omni was able to quickly pivot and focus on what users and hotel goers alike need and expect during the new COVID-19 landscape."*

Dan Paola from Raines Hospitality adds, *"The emphasis and expansion of our outdoor spaces was certainly prevalent, with investments made to ensure we could maximize seating and revenue during the warmer months, in addition to the cooler months we are now heading into. Courtyard fireplaces, additional outside seating, and investments in awnings and overhangs have all come about during this pandemic. As hoteliers, we are much more prepared to find creative solutions to problems that may arise. This is one of the silver linings from this year."*

There are solutions that can be had for any hotel and for any problem. It involves creative thought and planning. We have all waited long enough and we must make sure that our plan is in place, with materials, verbiage, graphics, collateral, and everything other sales tool that can be developed, in place so we can tackle the task at hand.

With all this being said, I challenge each and every team in the GRAM portfolio to do the following:

(Continued on the next page.....

Continued from the previous page.....

1. Make a list of the things you and your team did well in 2020. Identify your successes - large or small. Make a list of those successes. Use those successes as motivation to reignite your sales efforts.
2. Identify the protocols that you were mandated to embrace, either by the state or by the brand - and make them part of your sales tool arsenal.
 - Have you modified your pre-arrival emails?
 - Have you modified your sales inquiry information and letters?
 - Do you have a formal document/flyer you can send to prospective clients/groups that tells and shows them exactly what you are doing to ensure safe travel and safe meetings?
 - Do you have a formal document or active website notations that talk about the normal capacities/offerings versus today's capacities/offerings for groups/meetings?
3. Go back to your sales strategy documents and information that I have communicated over the months and take inventory:
 - Did you create a series of 30-60 videos of your hotel showing your offerings/amenities and making them personal to the customers? Are you showcasing yourself selling and personally featuring your product. People buy from people they know, like and trust. Make yourself the center of that relationship and demonstrate that you know your product and how it can work for your customer.
 - Did you modify your sales approach and gradually start being more sales minded? For example, this past summer we spoke about "checking in" with planners and corporate contacts and not focusing on prospecting questions related to travel. Have you gradually changed your approach from "checking in" with our contacts and to upping the sales volume. Typical prospecting questions include asking (generally) if there are dates that companies are considering for reinstating travel and/or what are your guidelines for travel for your company. These questions should morph naturally to "are you traveling and what can I do to earn your business back?" Going from caring and compassion to active selling is critical to the process.
 - Are you reaching out to all your contacts and accounts at LEAST quarterly in some form or another? Are you using combinations of communications formats including email, text, voice calls, face-to-face video calls, sending videos and pictures, social media and direct sales (when possible)?
 - Have you created promotions and offers that target the different modes of transportation - particularly drive in travel? With the focus on "safe" travel options, drive in guests are the least vulnerable and the most specific audience that you should focus on. Target companies within a 4 hour drive distance to your hotel.... with 2 hours being the most likely to visit your hotel.
 - If you are a suburban or rural location (which most of our hotels are) you have the distinct advantage of selling your hotel to customers who are looking to stay out of hotbeds of population. Use your location to your advantage!
 - Are you using your client lists and Top Account lists to reach out to your customers with direct mail and information about your hotel?
4. Fine tune your social media and marketing collateral to reflect all of the above points. Take over your social media planning and insist that it reflect the tone and temperature of your sales strategy. Be present in the planning of posts and insist on your message being communicated. Make at least monthly phone calls to your social media company and talk about what you want them to feature instead of them picking mindless, trending topics that mean nothing to your sales efforts. Who cares what color jelly bean they are? All jelly bean colors are welcome at our hotels.
5. Start selling and start conversations with customers that matter. We can no longer sit back and wait. We have to strike the match and light a fire under ourselves and beat our competition to the customer. If we wait too long, we will miss the ramp up and have to fight for business that is our business. We must find out who is staying with our competitors and why. Are you driving parking lots and searching companies and events on the Internet? There is a sales trick that is not often used for searching.... if you know that an event is happening locally, search it: *"2021 Ball of Twine Convention in Poughkeepsie NY"*. You might get lucky and pull up participating hotels and their rates. Then pick up the phone and call the planner and let them know that you have room for overflow! Then after the event is over, follow up and talk about the following year's conference. Be creative.

Overcoming selling roadblocks doesn't have to be painful and it doesn't have to be hard. Even if you are only about to dedicate 50% of your time to start selling right now, make it valuable. If you cannot make a long term plan, then make a short term plan. Think about next week.... what will you do different and how will you organize your schedule to make it the first steps to 2021 success?

Happy selling!



OPERATIONAL SPEAKING

ROB GREENE, DIRECTOR OF OPERATIONS

Since every property is different in its design and complexity, it is impossible to establish a standardized plan for all hotels. The Engineering team should know and understand the buildings systems better than anyone and it is up to them to determine the right procedures for their hotel. Based on occupancy demands, all guest rooms returning to inventory must be properly commissioned to Water Safety Standards prior to occupancy.

Below are additional best practices and suggestions to be considered when opening after a partial or full building closure. Remember to utilize the proper Personal Protective Equipment (PPE) when completing these procedures.

DOMESTIC WATER SYSTEM

- If the building was closed for more than 7 days, there should have been a documented procedure in place for flowing water during the shutdown. Verify that water flow has occurred and review the last time water was flowed in each location.
- Prior to opening properties must perform a Legionella Culture Test utilizing qualified lab capable of testing for Legionella using the International Organization for Standardization (ISO) method 11731:1988(E) entitled "Water Quality - Detection and Enumeration of Legionella".
- Once property has determined planned opening date, at 35 days but no later than 28 days prior to opening, contact your preferred water safety vendor to schedule the Legionella Culture Test. The water safety technician performs on-site water sampling for lab analysis, please verify vendor completes on-site water sampling no more than 5 days after scheduling.
- Once property receives analytical results typically 14-days from lab receipt, further action based on results may be required. In the event of a positive test result the property must follow the Remediation Protocols. Once Remediation Protocols are completed, property must retest until "not detected" results are achieved.
- Clean or replace all water filters on all equipment such as coffee makers, drinking fountains, etc.
- Re-start and flush any water-using fixture or piece of equipment in accordance with the manufacturer's specifications for those items not listed. This may vary from fixture to fixture.
- Flushing of the system should begin at fixtures closest to the incoming main and should work outward to the fixtures furthest from the incoming main.
- In guest rooms that have not been occupied for more than 7 days it is important to flow both hot and cold water at the sink and through the showerhead for at least 5 minutes. If there is a handheld shower wand, water should be flowed through it for 5 minutes as well.

- Flush the water in all eye wash stations and drench showers for at least 5 minutes.
- Run all hot and cold-water faucets for 5 minutes before using the water.
- Run drinking water fountains for 5 minutes before using the water.
- Operate all food service and beverage equipment including dishwashers, bar glass washers through one cycle.

ICE MACHINE AND REFRIGERATION EQUIPMENT

- If ice machines were shut off and emptied, they should be cleaned and disinfected according to manufacturer's recommendations before being put back in service. Water should be flushed by connecting a hose before, or after the filter, and redirecting water down the drain. Flow water for a minimum of five minutes. The filter should then be replaced. After restarting the ice machine, it is recommended to discard the ice produced from at least the first three harvest cycles.
- Perform an interior sanitization of all walk-ins and refrigerators that have been offline to include sanitizing of wall, ceiling, floor surfaces, and evaporative coils.
- Contact beverage provider to flush and sanitize soda and beer lines and restore operation on all beer taps and fountain soda equipment.

SWIMMING POOLS AND SPAS

- After running water to a drain for 10 - 20 minutes, refill pools and spas with fresh water. Return pool skimmers to normal operation.
- If pool or spa has been shut down for an extended period, backwash pool and spa filters and change media. Monitor turbidity and free residual chlorine after start-up.
- If swimming pools or spas were closed for an extended period, it may be necessary to chemically shock the system prior to activating. Do not allow anyone to use the pool or spa until the water chemistry is within normal operating limits and stabilized. Post signage as required.

BY THE NUMBERS

GABRIELLE SMITH, CORPORATE CONTROLLER

Accounting is the life blood of every hotel and accurate and timely submission of reports and data is paramount to the success of all our operations. In order to improve the information flow, please note that your adherence to due dates must be followed; otherwise there is a domino effect to other activities. For example, if a GM is going to be out of the hotel during the 10th to the 20th of the month, Accounting (in addition to HR) should be advised so that the completion of financial statements process is not stalled. Over the course of the next few weeks, we will be resurrecting and updating the GRAM Blue Book. This will become a great reference document for all things GRAM. It will include forms, dates, and procedures for all aspects of our company from Accounting, to Human Resources, to Sales, and Operations. Stay tuned!