

TELEGRAM



HEROS AMONG US

"Thank you to all of our hotel associates for your outstanding efforts this past year," said Dave Akridge, President and founding member of Great American Hotel Group (GRAM). He further noted, "We could not have done this without you. Your extraordinary determination has seen us through Labor Day... this was a herculean effort to say the least. You are all heroes in my book. I salute you, our above-property leaders salute you, and our ownership groups salute you."

We are all counting the days until the pandemic is no longer headline news. And, we all know that the future cannot come soon enough for most of our GRAM team, our portfolio general managers, department managers, and line level associates. We are still bearing witness to the fact that the leisure sector of our business is seasonally waning and corporate/business travel is still below pre-pandemic levels. We also know that we still have a few mountains to climb. Hopefully the next few weeks will allow us the time to search for people to fill our open positions, bring back amenities and standards to pre-pandemic levels, and get back into the business of hospitality. As we hire and restaff our hotels, we'll keep the good programs and protocols that came out of the pandemic, and tighten up the things that might have been put on back burners.



"We've witnessed an elite group of super heroes emerge within our ranks," said Suzanne Baele, Corporate Director of Human Resources. "Your desire to make a difference, means that you you have gone the extra mile again and again. You have made sacrifices, missed out on holidays or other important times with family, and you just keep going and going. You set extraordinary leadership examples by standing shoulder-to-shoulder with your teams and working tirelessly to get the job done," added Baele.

"We cannot think of any hotel within our portfolio where, over this past 1 1/2 years, our boots-on-the-ground teams has not shown us dedicated and effective leadership." said Rob Greene, Regional Director of Operations. He added, "we see you working in the trenches and thank you for your efforts."

Gabrielle Smith, Corporate Controller noted that "We have witnessed the countless hours you spend on the job, giving up days off and running yourselves ragged." She added that "we sincerely appreciate your dedication to keeping the operation moving forward by putting on your financial hat at the end of a long day making beds or working the front desk, to process invoices and keep up with the daily reports."

"A big thank you to our sales teams who linked arms with operations teams and stepped away from booking meetings and groups to join in the dance. It might have been a 'cha-cha' (two steps forward and one step back) for a while, but we did what needed to be done," said Linda Komornik, Corporate Director of Sales & Marketing. Komornik added, "It's now our time to get back up on the dance floor and start choreographing our sales efforts to

bring back our business. Our sales dance continues as we get back to the business of finding business."

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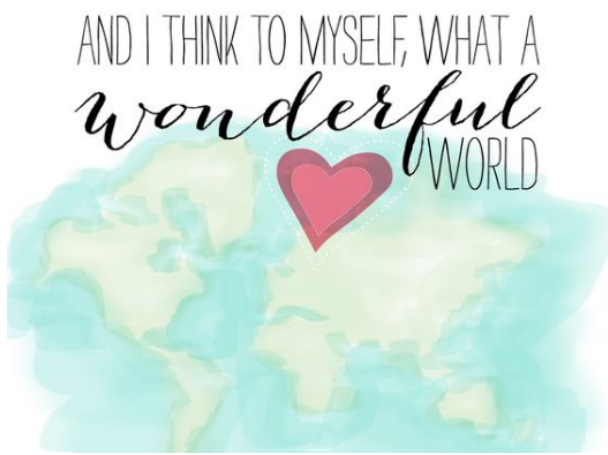
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When strong leaders emerge we see the difference between chaos and inertia, indecisiveness and arguments, and rising from the ashes. As we all approach the Fall/Winter season, we give thanks to all of you for your efforts and assure you that there is an end in sight. We all will get back to normal soon, and when we do, Great American Hotel Group will still be with you, arm-in-arm and side-by-side. Like Henry Ford once said,

"Coming together is a beginning,
staying together is progress,
and working together is success."



LET'S CELEBRATE

CELEBRATION STATION

In case you want to celebrate, here is a list of National and "other" holidays: 9/15 Yom Kippur; 9/16 Working Parents Day; 9/19 Dance Day; 9/21 World Gratitude Day; 9/28 Good Neighbor Day; 10/1 International Coffee Day; 10/4 Golf Day; 10/15 Bosses Day; 10/16 Sweetest Day; 10/25 World Opera Day; and 10/31 Halloween.

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:

Gabrielle Smith - September 24

Ron Nassef - October 16

AROUND THE BLOCK

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

Suzanne Baele - 27 years (October)

Jason Rickett - 3 years (September)

Greg Smith - 2 years (September)

Gregory Teagarden - 2 years (October)

NEW KIDS ON THE BLOCK

SPRINGHILL SUITES QUAKERTOWN

Ron Nassef has joined the team in Quakertown as General Manager. His previous experience includes GM positions for Hilton, Marriott, and Choice products.

Born and raised in Connecticut, Ron was bitten by the hospitality bug early. Starting his journey in accounting, he soon moved into operations and has spent time in Front Desk management, Guest Service, and Housekeeping. His rise into management includes stints as Rooms Division Manager, Operations Manager and Assistant General Manager.

Outside the hospitality world, Ron has been married for 15 years. He and his wife are licensed foster care parents in the State of Maine and were fortunate to fall in love with one of those who blessed their home over the years. Their son is now 24 years old and has two children. Grand-parenting is a joy to the Nassef house!

They are currently applying to be foster care licensed in Pennsylvania and look forward to continuing to provide a home for children in need.



Ron and his family also love to travel and have a special affinity for cruising the Mediterranean Sea. His other interests include music, theatre, acting, singing, and directing shows. Ron spent many years on stage and continues his passion for theatre today. He is currently a vocalist of a local band in Pennsylvania.



Sharing his home with all living things is important to a well-rounded life. The family boasts two dogs, two cats, and two parrots.

"Enjoy what you do, be who you are, and never give up on dreams" is his personal motto.

Welcome to the family Ron!

HOUSEKEEPING WEEK

SPRINGHILL SUITES ALTAMONTE SPRINGS

GM Gregory Teagarden and AGM Cristina Regis celebrated their housekeeping team by washing their cars and then buying lunch! Did they pass inspection?



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I AM HUMAN, I AM A RESOURCE

SUZANNE BAELE, CORPORATE DIRECTOR OF HUMAN RESOURCES

While many of us were hoping that we truly were turning the corner on the pandemic and all that it has wrought over the last 18 months, I believe we can honestly acknowledge the new elephant in the room, the variants, right?

It is exhausting, every day. It is disheartening, every day. And, every day, I ask myself if all of us are managing this world we are living in as well as we can for ourselves, our family/friends, and associates.

I research and read everything I can find on ideas and tips for how best to cope and support others during these times. The bottom line is always ensuring that the lines of communication are not only open, but that it is a safe and supportive place. In other words, no judgement.

Every community where we find ourselves working, offers mental health supportive agencies. If you see, feel, hear that someone is struggling, please be sure you are directing them to local resources. This is certainly a time we need to pull together for one another, for the betterment of all.



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.**

"We sail within a vast sphere,
ever drifting in uncertainty,
driven from end to end."

Blaise Pascal



THE PATTERN OF CHANGE

The following information was written and published by Anthony Iannarino in his weekly blog dated - September 12, 2021. To follow Anthony Iannarino, [please click on this link](#).

Change has a pattern you can observe if you pay careful attention. The pattern provides you with a guide to creating and winning new opportunities. Some outcomes require the right sequence, something we don't pay nearly enough attention to as we go about our work helping our prospects and clients make change.

The pattern is: Uncertainty--Certainty of Negative Consequences (Threshold)--Uncertainty--Certainty of Positive Outcomes. Much of the time, you find your contacts in a state of uncertainty. They know they have problems, which is why you don't need to bludgeon them with questions to extract a full confession. The complex environment they exist within is extremely difficult to understand, making it difficult to know what to do and when to do it. Decision-makers who pay attention to the news to stay abreast of their environment to improve their decisions, often end up with greater uncertainty; "is the economy going to grow or shrink, is my industry going to be saddled with new legislation that will change my profit margin, where is our next competitive threat coming from and are we going to be able to overcome it?"

You might believe that your role as a salesperson is to move your client from uncertainty to certainty. The information that proves your company is a good company with great products and services is an attempt to create certainty. Be cautious, you cannot creating certainty just by feature-selling because you are violating the sequence.

The one-dimensional way we think about discovery has you asking your client to tell you about their problems, providing you with information you believe you need to help your client with their problem. A more robust and complete version of discovery would have you helping your client discover what they need to learn to be able to move forward. In this case, they need the certainty that they are going to experience increasingly negative consequences until they change. You can call this certainty of negative consequences "threshold," the state in which your contacts are motivated to change.

To enable your contacts to decide and move forward with a new initiative, you have to provide certainty of positive outcomes. Part of this is creating a plan that your client believes they can execute, including designing the right approach, building consensus, addressing the budget issues, and resolving all the concerns that would prevent your prospective client from moving forward and capturing the better outcomes they need. This process requires real conversations, with individuals and groups working together to build certainty.

Each conversation you have with a client is one in which you need to create certainty. What you need to recognize is what type of certainty your client needs to have to be able to move forward towards a better future state... one that finds them in a better place.

How QR CODES IN MARKETING INCREASE YOUR SALES

The following is a summary of observations from an article in the In Focus Spotlight of the Deccan Chronicle, and published on June 16th, 2020. Follow this [link](#) to read the full article, including uses, results, examples, and conclusions.

QR codes are used to link to a website, article, or video to additional information about a product or a service. A custom QR code can be generated using a QR code generator. It is a great way to combine offline and online marketing and increase your reach by offering freebies, discounts, or exclusive content to your target audience. Both Static and Dynamic QR codes use a QR code reader or your smartphone in a photo mode. Just point the your camera towards the QR code and tap on the notification to access its online content.

Static QR codes are not editable. It redirects you to a permanent link once generated and the scans are not tractable. Dynamic QR codes are mostly used by brands as you can adjust and re-target your marketing campaign by changing the data behind the QR code.

Furthermore, it reveals the data analytics of your QR code scans allowing you to analyze where you stand in your marketing, what can you do to improve more or if you are getting enough leads.



Use your smart phone to scan this QR code.

Here are 6 reasons why QR codes in marketing are useful:

- 1. QR codes allow contactless marketing** - QR codes are useful and can serve as an effective marketing tool, especially now that we are facing the Covid 19 pandemic that requires us to minimize human contact. Customers can access QR codes using their smartphones and be in control of the situation.
- 2. QR codes in marketing provide quick access to information** - QR codes provide easy access to smartphones. There are more than 3 billion smartphone users in the world today, which is one of the driving factors why many marketers incorporate QR codes as a wise marketing tool today.
- 3. QR codes can build a relationship with customers** - QR codes in marketing allow marketers and business people to have a more in-depth insight into their products and services, helping them build a deeper connection and trust with their customers.
- 4. Bridge the gap between the online and offline world** - Throughout the marketing campaign, marketers and business people use different types of medium to interact and engage with their audience, both offline and online media. QR codes help bridge this gap by integrating a virtual experience to their marketing that enhances the overall customer experience while being in a real-world setting.
- 5. Access to real-time information** - Using a Dynamic QR code generator online, you can also give out updated information about your products or services by changing the data behind your QR code anytime you want without having to re-print the QR code. You can easily update them about the changes in your product, and they can instantly access such information by scanning the QR code.
- 6. QR codes in marketing pique customer's curiosity** - Customized Qr codes can spark customers' curiosity, and many brands are using them as part of their effective marketing strategy.

By The Numbers

GABRIELLE SMITH, CORPORATE CONTROLLER



The following are **highlights** from a blog "What is Hotel Accounting and Why is it Important?" published by [nimbleproperty.net](#).

Historically, Accounting has been in existence as long as money itself. It dates back to ancient civilization. However, in the 21st Century Accounting took a transformation hit, leveraging technology and intelligence. Accounting practices are constantly adapting and catering to the specific and diverse needs of its users. The following are summary points for all that hotel accounting entails and definition its importance:

- Regardless of the business size, hotel Accounting is all about recording and retrieving in-and-out cash-flow.
- If handled efficiently, hotel Accounting creates better decision making opportunities, ultimately meaning success for hoteliers.
- Hotel Accounting involves summarizing, reporting and analyzing the hotel's financial position for a particular period, further helping with budgeting, forecasting and future cost planning.
- In general, a Certified Public Accountant (CPA), accountant or a bookkeeper takes care of handling the Accounting activities and generates the financial statements, such as balance sheet, profit and loss (Income), and cash flow, etc. These are the most crucial components that communicate the financial information of an individual hotel, or group of hotels.
- Staying accountable doesn't end here! Hotel Accounting also involves reconciling bank accounts, streamlining the payables and receivables, analyzing department-wide expenses, generating general ledgers, tracking inventory supplies, and 1099 payment reports.
- In terms of Operations, Accounting plays a key role in tracking bills, recurring dues, sales and journals approval, providing statistical and analytical data such as occupancy percentages, rooms sold, average daily rate (ADR), RevPar, room revenue, guest satisfaction surveys, competition analysis through STR, variance analysis, labor management, operating budgets, and financial benchmarking.
- Time and payroll management, daily activity tracking, performance monitoring, daily sales, and profitability forecasting also fall in the lineup of Accounting for hotel industry.

SELLING THE SIZZLE

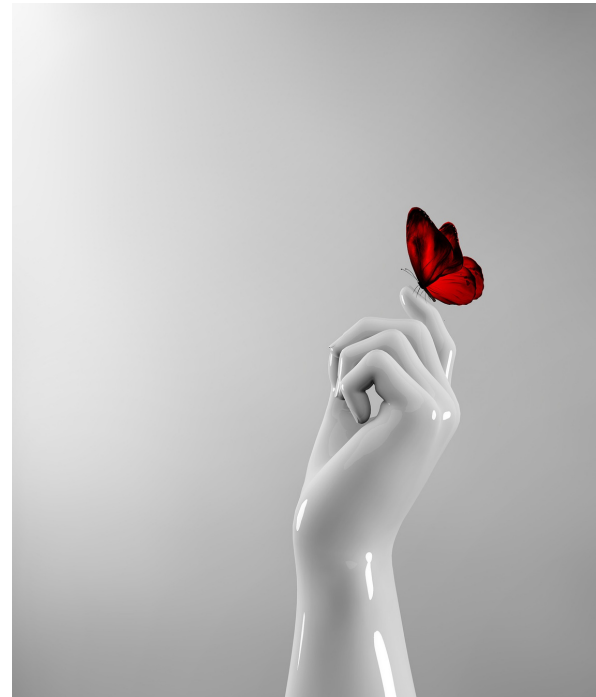


LINDA KOMORNIK, CORPORATE DIRECTOR OF SALES & MARKETING

The following is a summary of observations from an article written by Jenn Chen, and published in Sprout on September 2nd, 2021. Follow this [link](#) to read the full article.

Many of our hotels undervalue the need for a social presence for their property. I am not one of those people and totally advocate that all of our hotels maintain some semblance of social media activity. It seems like there are a million social channels consumers and companies can choose from deciding which ones to use and which ones to pass on is the true question. In order to make an intelligent decision of when to say yes and when to say no - you must know what is out there and what is the perceived value of each channel.

There are 5 main types of social media content: video, images, text, stories and live video. The content that you aim to create will directly influence your decision. Do you upload a lot of video content? Do you and/or your customers share images and stories? Do you publish text and live video? Then Facebook, YouTube and Instagram should be at the top of your list. It might be tempting to jump to jump into other platforms (TikTok, Instagram, LinkedIn, Google, SnapChat, etc.) but if you are not able to create the content that is necessary for each platform, then just "say no" (for now). Be realistic in your capabilities and budget as content curation and creation take time.



*Photo printed with permission.
Image credit: GustavoAckles from Pixabay*

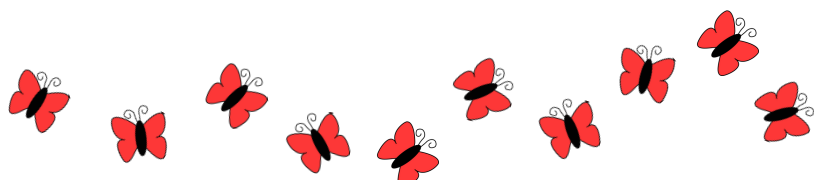
One of the biggest tips that I can share is to HAVE A PLAN! Whether you have hired a company to curate your site or whether you have an associate that takes responsibility for publishing social media content, a plan is paramount to your success. There is a huge benefit to developing a content calendar, consistent brand image visuals and text, and proactive promotion for seasonality, events, and activities. Here are some of the most important components of a social media plan:

- Understand your audience, who your customer is, and who you want your customer to be. Know your customer demographics and influences. Ask your customers which platforms they use, where they get their news, and how they found out about your business.
- Channels vary based on the industry in which you operate. Make sure that you are fishing in the right pond. Promoting weddings or special events is probably not going to be effective on LinkedIn, Reddit, or Twitter.... but would be effective on Facebook, Instagram, YouTube, or Pinterest. Promoting corporate business, meetings, or business travel could be effective on LinkedIn, Google My Business, Facebook and Instagram. Promoting vacations, leisure travel, and seasonal promotions would be effective on Yelp, TripAdvisor, SnapChat, Facebook, Instagram, and YouTube.
- What are your competitors doing? Have you looked to see where and how often your competition hotels/restaurants are posting? What are their customers saying about them and how often do they interact? This information is a good barometer to use when curating your content, frequency, and subject matter.
- Who is going to be responsible for your posting? Don't get bogged down by trying to do it yourself! You must oversee and approve of what is being said and promoted, but trying to be everything will spread yourself very thin. Find a company with good resources, a good reputation, and who listens to what you want, and then give them the reins. Stepping back from your "baby" is hard, but rest assured, a reputable company is your best bet. Consider the ROI when deciding whether the fees charged for their service work for your hotel. For example, a good company will charge \$400-600 per month (plus advertising funds) to get a company's name and message out on the market. For hotels who charge \$100 per night for a guest room - each month you will need to sell 4-6 rooms to break even. I believe that every hotel can achieve this benchmark, especially if you fact in labor for researching, creating, and posting content across multiple platforms.

Once you have all this data, then match it up to the platform and get started! There are currently over 15 social media platforms for you to choose from. It is overwhelming to say the least. Ask yourself the above questions when narrowing down your choices!

Happy choosing your social-butterfly effect,

Linda



CELEBRATING SERVICE HEROES AMONG US

WE DON'T SAY IT OFTEN ENOUGH - BUT YOU ARE AWESOME!

THIS SECTION OF OUR NEWSLETTER IS DESIGNED FOR PROPERTY LEADERS TO SHARE STORIES FROM OUR CUSTOMERS ABOUT OUR MOST VALUABLE ASSETS - OUR ASSOCIATES.

SEND YOUR SUBMISSIONS LINDA.KOMORNIK@GREATAMERICANHG.COM FOR INCLUSION IN FUTURE EDITIONS OF THE TELEGRAM.

SpringHill Suites in Quakertown, PA shared a great compliment from a recent bride about Gail Dehelian (Sales Manager) and the team. Read on:

"I just wanted to say thank you so much for all your help with the reservations and conference room rental. Everyone who calls the hotel has had such an easy time booking and you yourself have been so accommodating and helpful with all our questions and even adding more rooms to the block. I truly appreciate it and we are really excited to spend our special weekend there. So happy we chose this hotel and your staff, they're amazing!" Thank you, Alyssa O'Donnell

Fairfield Inn & Suites in Millville, NJ



Cheyenne Reeseman was selected as Employee of the Month for August due to the way she stepped into different roles to help out the hotel. Whether it be helping out in inventory and ordering for the Market, or an extra hand in Breakfast some mornings, Cheyanne is quick to jump in without having to be asked.

Tim Carroll, General Manager notes that "our Elite Appreciation score is currently at 100% and Cheyanne is a big part of that overall score!" Tim further mentioned that a recent guest made it a point to tell him that, while the reason he was staying in the hotel was for a family emergency, the "three C's" - Cheyanne, Cynthia and Carissa had made him feel like he was home. He assured him that these are the reasons why he will be a repeat customer!

Great job Team Millville! Congratulations Cheyanne!

THE IMPORTANCE OF HOTEL PHOTOGRAPHY

The following information was written and published by Gourmet Marketing - June 21, 2021. For more details or to read the entire article, [please click on this link](#).

A hotel's photography plays a crucial and undeniable role in attracting your target audience. People tend to pay more attention to visuals than just about anything else these days. According to Hospitality Net, after price, photography is the most important factor for travelers and prospects scanning websites.

What kind of impression are you making with your leads and customers? Does your photography encourage them to book immediately, or does it leave them second-guessing their initial impressions? Don't kid yourself, your photos do make a difference. Here's why you need professional, high-quality photos for your business to highlight the following elements:

- Guest rooms. No one wants to stay in a room that's anything but clean and inviting. Showcase recent upgrades, as well as luxury rooms or suites. The little details count.
- Restaurants or dining areas. Hotels should make it a point to highlight their on-site dining facilities, which are often popular hot spots for locals and travelers alike. Many guests appreciate the added convenience of somewhere to eat on-site.
- Amenities. Pools, gyms, parking, hot tubs, spas, saunas... whatever it is you offer that's unique deserves a place in your photo gallery.
- Meeting space. If you have meeting rooms, you can attract more business from the newly-engaged, event planners, and business people by showing them the rooms that are available for use.
- Recreation. Show your prospects the surrounding area, and highlight local events, attractions, and other activities that regularly draw tourists to your locality.

Photos play a 60% role in the guest's decision-making process. People are more likely to book with you if they like your images. Per Statistic Brain, 57% of all travel reservations are made on the internet. Over 65% of bookings occur on brand websites, and nearly 20% are made on merchant websites. Hotel photography drives online bookings, which means your photos better be stellar. Good branding and marketing begins with effective imagery.

OPERATIONAL SPEAKING

ROB GREENE, DIRECTOR OF OPERATIONS



The following are **highlights** from the article "How to Keep Hotels Clean and Hygienic During a Pandemic" by Brant Iserno and published in *Hotel Management* on September 3rd, 2021. [Follow this link to read the full article.](#)

Hygiene and cleanliness often go hand in hand, but adoption and follow-through with measures like disinfection, hand washing and hand sanitizer use within commercial facilities were not as consistent before the COVID-19 pandemic. Without the widespread threat of infection, cleaning was previously more focused on appearance than protecting public health and was not as strategic as it needs to be today. So what can we do today?

- Managers should uphold cleanliness and highlight their hotel's commitment to public health and safety, without falling for the trap of "hygiene theater":
- Outline cleaning procedures and frequencies. The CDC recommends fully cleaning and disinfecting a facility where a person has tested positive for COVID-19 within the past 24 hours. When it comes to everyday cleaning, large-scale disinfecting isn't always necessary. Develop a plan based on the types of surfaces and high-touch areas within the facility and then educate cleaning teams on when, what and how to clean and disinfect them properly.
- Provide staff and patrons with PPE and hygiene essentials. Travelers may forget to bring a mask, especially with mask mandates and recommendations in different states and cities shifting as cases of COVID-19 rise and fall. Have disposable masks on hand. Regularly check the stock of hand sanitizer stations that are strategically placed near entry and exit points.
- Implement digital signage and contactless payment technology.
- Re-evaluate cleaning chemicals and technology. Often, employees use more cleaning product than necessary. Consider systems that help to minimize waste and maximize sustainability. Invest in electrostatic sprayers to disinfect surfaces effectively and quickly. To improve indoor air quality, use vacuums that utilize HEPA filters that remove dust particles, allergens and pathogens, and assess whether the chemicals you are using to clean and disinfect are free of fragrances, preservatives and other additives that may irritate employees or guests.
- Make cleaning visible. Have employees clean and disinfect during the daytime. This is a great way to provide patrons with a sense of security because they can see cleaning take place. Seeing these cleaning professionals in your hotel will reassure patrons and employees that you take cleanliness and safety seriously.
- Implement color-coded cleaning solutions. Color-coded products can include mops, microfiber cleaning cloths and even plastic bottles that help employees differentiate cleaner from disinfectant or sanitizer. This is an easy step to make sure surfaces are effectively cleaned and that there is no cross contamination between restrooms, dining areas and other common spaces.

When it comes to implementing any new or revised cleaning and hygiene procedures, communication is key to providing peace of mind to guests and employees. On top of discussing and showcasing cleanliness, hotel owners and managers must follow through and enforce enhanced cleaning procedures. Ultimately, it's up to business leaders, in-house cleaning teams and outsourced cleaning service providers to hold each other accountable so that today's and tomorrow's infectious disease risks are effectively and efficiently managed.

ROOMER HAS IT

CLARION INN & SUITES SHEFFIELD

Our 4th Annual Black Business Expo of the Shoals was held on August 22nd, 2021. This event received media from multiple outlets and has reached as far as Birmingham, AL. The team was excited to host 107 vendors to the hotel for a safe and successful event! Organizers did temp checks at the door and encouraged masking.

The Clarion sponsored a give away for a gift certificate for the hotel and for Fizz, along with an awesome gift basket filled with Muscle Shoals music swag. The hotel was able to collect emails and business cards from every business owner and entrepreneurs.

Vendor booths were spread throughout the hotel, lobby, meeting room, and parking lot. The city and county Sheriff were present and participating. It was a fun and successful event and everyone had a great time. The end result: the hotel made many new business contacts AND rebooked for 2022.



STRATEGIES FOR COPING WITH OPERATIONAL CHANGES

The following information was published by Hotel News Now. For more details or to read the entire article, [please click on this link](#).
Written by Stephanie Ricca, August 23, 2021

Finding Creative Solutions for Housekeeping, Maintenance, Supplies, Training and Staffing

"The realities of operating a hotel in a pandemic include dealing with unexpected scenarios, such as product/shipping backlogs, or realizing the need to help general managers find purpose in their jobs because the purpose they had pre-pandemic — running their hotel business with success and profitability — disappeared overnight."

So, What Stays and What Goes?" - It is hard to say what pandemic behaviors, practices, and protocols will need to be carried over as we move back into our pre-pandemic daily life. Some of these new practices are meant to deal with the new realities of operating in an environment rife with uncertainty over labor levels and demand shifts and may need to be incorporated.

Here are a few highlights from the article that we felt important:

Housekeeping

- Staffing changes may need to happen due to the reduction of stay-over cleaning.
- One thought was to add a person(s) to evening shifts to deliver towels and amenities at peak times to guests who chose to bypass daily housecleaning, especially if you have also eliminated a night houseman or maintenance person. This could take some stress off the front desk, night audit, and management.
- Long-term housekeeping frequency likely will depend on the hotel's positioning or class. For hotels at the budget and midscale level, opt-in stay-over housekeeping may be the norm going forward.
- There are clever ways to encourage opt-out housekeeping. For example: Some hotels are offering a discount if your arrival time is after 6 p.m. so hotels have more time to turn the rooms. What guests will expect will depend on the segment of the market or price point.
- Industry chatter around charging extra for housekeeping services has been discussed by the brands. Advisors noted that airlines used to charge for bags and when they did it, they did it together. Now, those that do charge often get negative scrutiny for this practice. Does every hotel/company need to opt in to do this? If one or two brands stay out, then the message is inconsistent and opens up the door for the "nickel and dime" conversation with guests. Stay tuned.

Maintenance

- Keep in mind that reducing daily housekeeping often can lead to more wear-and-tear on hotel rooms. Does the money and time saved outweigh that cost? Each company will need to weigh the balance between rate and occupancy, finding that, as you play that rate game, you can dip down too low. Low rates often (stereotypically) attract guests who tend to be more demanding of your staff and cause damage in rooms.
- Staying on top of quarterly preventive maintenance is the best way to stave off irreparable wear on guest rooms and hotel systems.
- Hotels that developed a plan that requires housekeeping to check rooms at some point during a stay, even at properties where housekeeping is by request only, has helped alleviate some issues with heavy wear on rooms and reduced the burden of time-consuming full housekeeping at check-out.

Supplies

- Managing around supply shortages has been another pain point. Advance planning and simple resourcefulness can go a long way.
- For example, some brands may require you to triple-sheet a bed, but you can't if you don't have sheets. You may have to go to out to get a sheets locally if your brand won't make allowances, or won't relax the standard and your distributor is out or slow to deliver.
- Hotels need to get ahead of supply shortages. Once you start hearing supplies are on backorder, you may have to order and stockpile (not hoard) to stay ahead of the game.

Training and Staffing

- There are two scenarios to training and staffing right now. One is to hire people who may not have historical knowledge of the industry. The investment has to be deeper to get them caught up to speed. You also have to think about who you're hiring today and how they're consuming content. Beware of just hiring "warm bodies."
- Training needs to be short and succinct to keep people engaged and moving quickly.
- Helping general managers rediscover a sense of value is a big challenge. GMs generally take pride and ownership in their buildings. They are strategists running a huge business, who typically find value in their successes. Those successes were gone once the pandemic hit. It's tough to stay motivated, so it's about finding new ways to find purpose.
- Engaging with an executive coach to produce a series of coaching reminders and ways to share and vent with peers is important. It is like the idea of putting on your own oxygen mask before you help other people.

"Communication is key in keeping staff engaged. The necessities of the pandemic — when everyone had to pitch in to complete jobs — has boosted empathy and given teams a better understanding of what it takes to get the job done. Everybody does everything now, so relationships are forming between department heads in different ways. People are supporting each other and we are optimistic about the relationships that have been forged in battle."