

today's hotelier

October 2019 | todayshotelier.com

THE OFFICIAL PUBLICATION OF AAHOA

5 points of online accessibility

Avoiding a "click-by"
online ADA lawsuit

The MANAGEMENT COMPANY *Issue*

Using management companies to
achieve goals, lead teams, and take
your business to the next level

Mehul Patel,
AAHOA Past
Chairman (2013-14),
Chairman & CEO of
NewcrestImage

Keeping it new at NewcrestImage

Mehul Patel utilizes a building
tomorrow today leadership
style in both business and
community

HOTEL OPERATIONS

Balancing profitability with
agile management



Watch *Glow* now on **NETFLIX**

Premium guest entertainment at a price you'll love.

DISH is the only national pay-TV provider to have Netflix built-in to a hotel entertainment platform. See how EVOLVE provides seamless integration so guests can access all their favorite content on in-room TVs.



Netflix streaming membership required.

See how **DISH Business** can
improve your guest entertainment.

dish business

dish.com/evolve | 888-422-4734



Technology designed with hospitality in mind.

Customize your guest interactions.

Incorporate hotel branding and integrate with your property management system to offer a personalized customer experience from arrival to checkout.

Chromecast built-in for seamless casting.

Let your guests cast their content without the extra equipment.

Android TV, Google Play, Chromecast built-in, and YouTube are trademarks of Google Inc.

Service and support made easy.

Remote monitoring can identify and solve complications on behalf of your staff. Minimize tech visits and the need to enter the guest's room.

Use any TV over any network.

EVOLVE has Pro:Idiom built in, so you can offer a smart, HD TV experience without upgrading to commercial-grade TVs. Plus, consolidate with a single remote.

Integrate apps for even more services.

EVOLVE is an open, flexible platform that allows custom development. Integrate apps like checkout assistance, room service, and more.

This is what peace of mind looks like.

Nationwide Provider

Maintain a consistent guest experience across your portfolio of properties with one nationwide provider and one solution.

Hassle-Free Hospitality Solutions

Our entertainment solutions are future-proofed, affordable, and compatible with your existing infrastructure.

ચોઈસ હોટેલ્સ તરફથી શુભ દિપાવલી

Wishing you and your family health, prosperity and peace in the New Year.

Happy Diwali from the Choice Hotels® Family.

 **CHOICE**
HOTELS®



May this Festival of Lights Fill
Your Home with Happiness
& Prosperity

Wishing You and Your Family a Very
Happy Diwali



access POINT
financial

Celebrating over 40 years of comfort
for you and your guests

Wise Decision.
It's an Amana[®] brand.



Amana[®] brand is a leader for PTAC systems

From day one, every Amana[®] brand PTAC has been designed, engineered and assembled in the United States. Further, each PTAC system is the result of a common core philosophy: to deliver high-quality performance, excellent reliability and customized comfort for you and your guests.

Be certain to discover the benefits of the DigiSmart[®] Wireless Energy Management System that can save up to 35%* in energy consumption compared to a standard Amana[®] brand PTAC. Also, take a closer look at the Quiet Series models which feature acoustically engineered materials to help lower operational sound levels.

If you demand the best comfort for your guests, then you can take comfort in Amana[®] brand PTAC systems.

* These savings represent savings over time as compared to the same PTAC model without the DigiSmart[®] EMS installed and were generated using general assumptions including energy loads, local weather averages, and use of occupancy controls. Actual savings will vary according to use habits, room square footage, and how the unit is installed.



Designed, Engineered and Assembled in the U.S.A.



For more information please connect with your local sales representative or visit www.amana-ptac.com

Red Roof does something that's virtually unheard of in this industry. They listen to their franchisees.

 **90%**
FRANCHISEE SATISFACTION*

¹ Bill Hall, SVP Franchise Operations; ² Phil Hugh, Chief Development Officer; ³ Matt Hostetler, SVP Franchise Sales & Development with the 2019 Red Roof Franchise Advisory Council



Genuine Relationships. Real Results.®



#1
BUDGET HOTEL
by *USA TODAY*
READERS

#1
ONLINE
REVIEWS
9 YEARS IN A ROW**

10
BEST HOTELS
IN THE WORLD
- *TODAY SHOW*

Red Roof's Franchise Advisory Council (FAC) members serve as a liaison between the franchisees in their area and the Red Roof Franchising executive team. And with Franchisee Satisfaction at 90%, it seems to be working well. FAC member Amit Patel of Irondale, AL, says, "Unlike other brands, it's not just a formality. We have a strong voice and are truly involved in decisions and communicating with all franchisees." Mayaben Patel, member

from Saraland, AL, who has multiple brands in her portfolio tells us, "Other franchisors can't hold a candle to Red Roof when it comes to responsiveness. Even from senior management." And council member Sheetal Patel of Kingman, AZ, explains, "We help keep everyone on the same page. I converted to Red Roof because I knew the consistent quality would help upgrade my customer base, and I'm already seeing the difference."

RedRoof inn | RedRoofPlus+

Genuine Relationships. Real Results.®

To learn all the advantages of Red Roof, visit redrooffranchising.com or call 888.473.8861.

* 2019 Red Roof Franchisee Survey. ** Medallia, Inc. 2018. This is not an offer. No offer or sale of a franchise will be made except by a Franchise Disclosure Document first filed and registered with the applicable authorities. For New York: An offering can only be made by a prospectus filed first with the Department of Law for the State of New York. Such filing does not constitute approval by the Department of Law. For Minnesota: #F-5824. Red Roof Franchising, LLC, 7815 Walton Pkwy, New Albany, OH 43054. © 2019 Red Roof Franchising, LLC



WE HANDLE PAYMENT PROCESSING SO YOU CAN FOCUS ON YOUR GUESTS

For more than 20 years, we've specialized in helping you process payments without hidden fees,¹ teaser rates or long-term contracts.² AAHOA members receive preferred rates, a dedicated lodging support team, and experience seamless integration into existing property management systems.

TRUST. SIMPLICITY. SECURITY.

Find out why more than 10,000 AAHOA members choose Chase as their payment processor. Call **1-800-727-1872** or email lodging_team@chase.com today to learn more.



¹ All applicable fees are listed on the Schedule A.

² Certain restrictions may apply. Not all businesses may qualify for month-to-month or no long-term contract, such as businesses who: require processing capabilities in multiple currencies, process over \$5 million in annual credit/debit card sales or have certain software or connectivity requirements. Qualifying businesses may terminate their contract at any time by providing 30 days' written notice. Businesses who receive a promotional consideration from Chase may be required to repay all or a pro-rated portion of the value of such promotional consideration if the contract is terminated within the first 24 months. Businesses who do not qualify for the no long-term contract may be subject to additional terms and conditions, including a defined initial term and early termination fees. Talk to a Chase Representative for more details. Businesses are required to complete an application and agree to terms and conditions at the time of enrollment.

All businesses are subject to credit approval. Merchant services are provided by Paymentech LLC ("Chase"), a subsidiary of JPMorgan Chase Bank, N.A. ©2019 JPMorgan Chase & Co. All rights reserved.

Today's Hotelier

is the official monthly publication of AAHOA
1100 Abernathy Road, Suite 725
Atlanta, GA 30328
P: (404) 816-5759
info@aahoa.com
www.aahoa.com

AAHOA STAFF CONTRIBUTORS

Toni-Anne Barry
Communications &
Public Affairs Coordinator

Lisa Brown
Copy Editor

Heather Carnes
Director, Marketing

Peter Clerkin
Director, Communications

James Jenkins
SVP, Business Development

Rachel Humphrey
Interim President & CEO

Kati Siconolfi
Director, State & Local
Government Affairs

Kathryn Stone
Chief of Staff

Today's Hotelier

is published by



5950 NW First Place
Gainesville, FL 32607
P: (800) 369-6220
www.naylor.com
todayshotelier@naylor.com

NAYLOR STAFF CONTRIBUTORS

Sunny Goel
Design/Layout

Kira Krewson
Project Manager

Rob Lee
Publisher

John O'Neil
Advertising Director


Nancy Taylor
Senior Marketing Specialist

Geneva Toddy
Managing Editor

Tracy Venzen
Project Coordinator

Chris Zabel
Advertising Associate

Opinions expressed are those of the contributors and do not necessarily reflect the policy of AAHOA or *Today's Hotelier* magazine. Publication of an article or advertisement does not imply approval or endorsement by AAHOA.

 ©2019 AAHOA, all rights reserved. The contents of this publication may not be reproduced in whole or in part without the prior written consent of the publisher. Today's Hotelier (ISSN 24174062), volume 19, issue 10, is published monthly by Naylor Association Solutions, for AAHOA, 1100 Abernathy Road, Suite 725, Atlanta, GA 30328. Periodicals postage paid at Gainesville, Florida, and at additional mailing offices. Postmaster: Send address changes to Today's Hotelier, 5950 NW First Place, Gainesville, FL 32607.

PUBLISHED SEPTEMBER 2019/
AAHOM1019/5203

Contents

FEATURES

18

To invest or not to invest

A guide to investing in management companies
by ZOHREEN ISMAIL

24

Stroke of genius

Firming up hotel operations with finer strokes
by MEGAN MAZZOCCO

30

Making the connection

Technology is enabling hoteliers to connect with guests in new and innovative ways, delivering the customized experience that each visitor craves.
by LISA GORDON

34

How to avoid being a target of a "click-by" online ADA lawsuit

by RAJ PATEL

40

Time as an asset

How to increase business value by doing more of what you love, not what you must
by AMISH NAIK

46

MEHUL PATEL KEEPS IT "NEW" AT NEWCRESTMAGE



AAHOA Past Chairman (2013-14) and Chairman and CEO of Newcrestmage utilizes a "building tomorrow today" leadership style in both business and community
by PETER MATHON

DEPARTMENTS

8

LETTER FROM THE CHAIRWOMAN

10

LETTER FROM THE INTERIM PRESIDENT & CEO

12

GOVERNMENT AFFAIRS

64

AAHOA CLUB BLUE, PLATINUM & SILVER MEMBERS

66

AAHOA @ INDUSTRY EVENTS

69

CLASSIFIEDS

74

ADVERTISERS INDEX

COLUMNS

14 THE C-SUITE

What you need to know about a management company
by GANISHA SETHI

16 COMMON GROUND

Cracking down on fraudulent reservation websites
by TONI-ANNE BARRY

45 MANAGEMENT

COMPANIES SPOTLIGHT

52 FINANCE

To self-manage or hire a third party?
by RUSHI SHAH

56 SMALL BUSINESS

U.S. health care system needs more choices, not fewer
by ALFREDO ORTIZ



58 CITY SPOTLIGHT

Oklahoma City
by ASIF LAKHANI

60 TRENDS

Using design, food and beverage, and self-service technology to improve the guest experience and strengthen the bottom line
by BOBBY MARTYNA

CONNECT

 EMAIL
todayshotelier@naylor.com

 FACEBOOK
facebook.com/AAHOAofficial

 INSTAGRAM
[AAHOAofficial](https://instagram.com/AAHOAofficial)

 LINKEDIN
[AAHOA](https://www.linkedin.com/company/AAHOA)

 TWITTER
[@TodaysHotelier](https://twitter.com/TodaysHotelier)

 YOUTUBE
youtube.com/AAHOA



FIND THE LATEST AT

WWW.TODAYSHOTELIER.COM

COVER IMAGE COURTESY MEHUL PATEL, NEWCRESTMAGE

Editorial inquiries: todayshotelier@naylor.com

Advertising inquiries: John O'Neil, joneil@naylor.com



Do your research: How to choose the right management company for you

JAGRUTI PANWALA
AAHOA Chairwoman (2019-2020)

“Having a good management company on board can truly be the difference between a successful business and one that struggles.”

BRINGING ON MANAGEMENT companies to help us run our hotels is nothing new in our industry. In my own experience, the partnerships we have with these companies are just as important to the success of our businesses as our connections to brand and vendor representatives, if not more so. Management companies provide long-term value to our businesses by helping us streamline our day to day operations and implement the best business practices we can.

Having a good management company on board can truly be the difference between a successful business and one that struggles. Each company comes with its own unique process for making your hotel function with efficiency and sustainability. They can handle as much or as little as you want, depending on the role you want them to play. For new hoteliers, this is an especially important tool. Management companies typically have years of experience running hotels and can offer great assistance to hoteliers who are just starting out. Meaning if you want them to have a hand in everything from staffing, bookkeeping, and implementing property protocol, they can navigate these steps alongside you.

But not all third-party management companies offer the same value and not all of them will be the right fit. Doing your research is key to finding the company that

will best fit the needs of your business as well as the environment you want to create. It's important to find out if there are hotels similar to yours in the company's portfolio and how those properties are doing both financially and reputationally. Getting an understanding of their past and current performances can give you an idea what your business might look like under their management.

Regardless of experience, it's important for all hoteliers to never underestimate the importance of having expert advice on hand when you're making a deal with one of these companies. Having a lawyer review final contracts before signing can ensure you're getting the best deal possible and won't be running into any trouble down the line.

I encourage all AAHOA Members who are in the market for a management company to not shy away from shopping around for a while. As American small businesses across all sectors continue to grow and expand, third-party management companies are becoming even more common, meaning we all have more options at our disposal. Look for companies that are actively implementing the newest technology, staff training methods, and proven management strategies that have led businesses to success. Our industry is rapidly evolving and it's important that our management companies evolve with it so our properties can stay ahead of the competition. ■

2019-2020 AAHOA BOARD OF DIRECTORS

AAHOA OFFICERS

Jagruti Panwala, CHO
Chairwoman
Biran Patel
Vice Chairman
Vinay Patel
Treasurer
Nishant (Neal) Patel, CHO
Secretary
Rachel Humphrey
Interim President & CEO

DIRECTORS

Hitesh (HP) Patel, CHO, CHA
Immediate Past Chairman
Sanjay M. Patel
Alabama Regional Director
Girish (Gary) Patel, CHO, CHA, CHIA
Arkansas Regional Director
Hitesh Patel
Central Midwest Regional Director
Bharat Patel, CHO
Florida Regional Director
Kapil Patel
Georgia Regional Director
Nick Zaver
Gulf Regional Director
Sanjay (Sam) Patel
Mid Atlantic Regional Director
Sunil Patel, CHO, CHA, CHIA
Mid South Regional Director
Akshat Patel
North Carolina Regional Director
Kamalesh (KP) Patel
North Pacific Regional Director
Mayur (Mike) Patel, CHO
North Texas Regional Director
Jayesh R. Patel
Northeast Regional Director
Hiten Patel, CHO
Northwest Regional Director
Chetan (Chet) Patel, CHO
South Carolina Regional Director
Mike Patel
South Central Texas Regional Director
Mike Riverside, CHO, CHA
South Pacific Regional Director
Sawan H. Patel
Southeast Texas Regional Director
Imesh Vaidya, CHO
Southwest Regional Director
Kalpesh Joshi, CHO
Upper Midwest Regional Director
Sandip Patel
Washington D.C. Area Regional Director
Jayesh Patel, CHA
Director at Large
Piyush Patel
Director at Large
Prashant Patel
Director at Large
Nimisha Patel, CHO
Female Director Western Division
Lina Patel, CHO
Female Director Eastern Division
Miraj S. Patel, MBA, CHO, CHIA
Young Professional Director
Western Division
Purvi Panwala, CHO
Young Professional Director
Eastern Division
Faheem Khan, CHO
Industry Partner

REDISCOVER RADISSON HOTELS



Country Inn & Suites by Radisson delivers a heartfelt experience through inviting design, products and services.

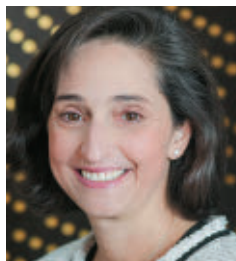
Join Radisson Hotels today!

e development@radissonhotels.com

w radissonhotelgroup.com/development

t +1 (800) 336-3301





Building relationships strengthens your business

RACHEL HUMPHREY
AAHOA Interim President & CEO

“After witnessing the industry grow and develop over the past 20 years, I can say with certainty that hoteliers who have a strong network have a strong business.”

THERE ARE MANY INDUSTRIES that make up America’s thriving small-business sector, but ours is undoubtedly one of the most unique. Our industry is complex; hoteliers have to be experts in a myriad of areas, from franchising to forming vendor partnerships to property management and development. Each and every one of our businesses is made up of so many moving parts, but at the heart of it all is the person-to-person relationships that keep each of these parts working.

After witnessing the industry grow and develop over the past 20 years, I can say with certainty that hoteliers who have a strong network have a strong business. It’s essential for hoteliers to foster relationships that bring real value to their businesses. This means garnering a good group of peers who you can learn with and from, meeting a variety of vendors and continuing the conversation past the trade show floor, and actively bolstering your connections to brand representatives. These are the people who you will be working with as you grow your business, and it’s imperative that you build a strong relationship with them to ensure that you’re on top of upcoming industry trends and always getting the best deals to boost your bottom line.

It’s true that networking can seem daunting, but being an AAHOA Member

makes it easy. With more than 200 events held all across the country each year, there are always opportunities for members to come together to strengthen the ties they have and form new ones. Making new connections in person is so much more effective than sending an email or making a cold call. This is your chance to investigate first hand who offers the right partnerships for your business and which deals might not be the right fit. Whether it’s a Town Hall, Regional, one of the legislative days in Washington, D.C., or our annual convention, every AAHOA event is a great place to connect with other hoteliers and representatives from each facet of the industry.

As we head into 2020, it’s a perfect time to evaluate the status of your business relationships and consider ways to improve them. Each relationship you foster is another tool you have at your disposal to help the success and posterity of your business, especially relationships with your peers. Learning from your fellow hoteliers will always be one of your best resources and I urge every AAHOA Member to not let that opportunity pass you and your business by. If you haven’t been an active member, rest assured; it’s never too late to get involved and start making your mark within the AAHOA network. Trust me, your business will thank you for it! ■

5 THINGS TO KNOW ABOUT AAHOA THIS MONTH

1

October Regionals

Join AAHOA at one of its five Regional Conferences & Trade Shows this month:

- Alabama (Birmingham, AL), October 10
- South Central Texas (San Antonio, TX), October 15
- Southeast Texas (Houston, TX), October 17
- Northeast-Syracuse (Syracuse, NY), October 21
- Mid South (Nashville, TN), October 24

2

We’re Headed to Maryland

AAHOA will be in National Harbor, MD, for the Best Western Hotels & Resorts Conference October 3-6, where many AAHOA-hosted events will also be taking place. Join fellow hoteliers for a Women Hoteliers Networking Reception, the AAHOA Brand Alliance Meeting, and CHO Recertification.

3

Want to Form a Management Company?

Back by popular demand, and with limited registrations available, AAHOA is hosting a “How to Form a Management Company” workshop October 22-23 in Columbia, MD. A jam-packed curriculum will show you how to transform your enterprise and concludes with a tour of Baywood Hotels’ head office.

4

Hotel ROI Chicago

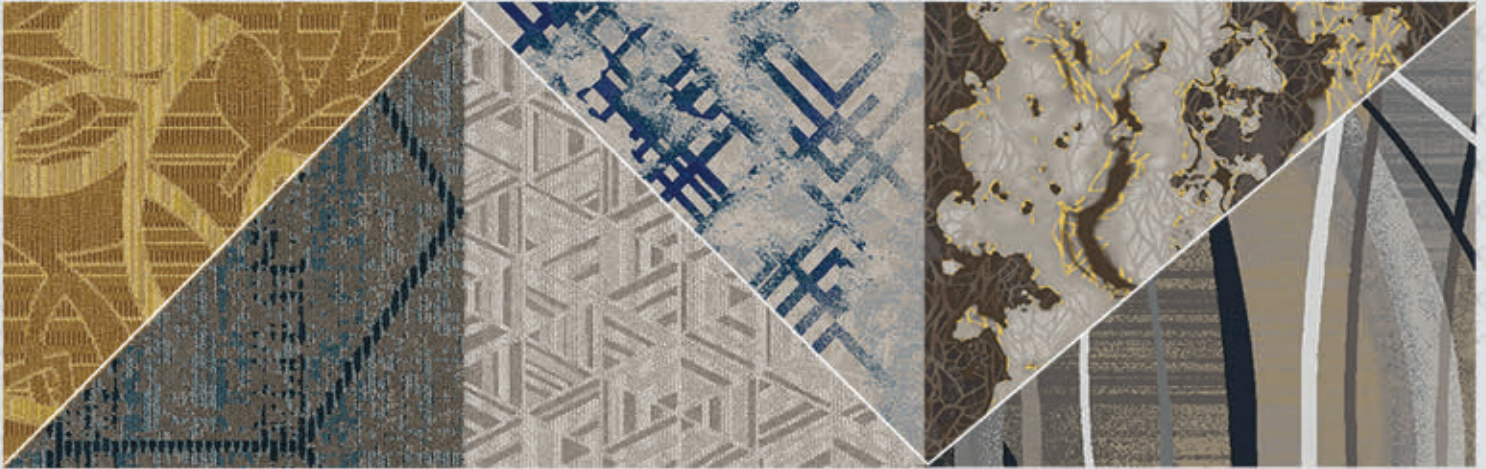
Brought to you by Hotel Management magazine and in partnership with AAHOA, Hotel ROI Chicago, taking place October 30, is an innovative one-day conference designed to help local hoteliers maximize profits. Attend to learn how you can take your hotel to the next level of operational performance.

5

HX: The Hotel Experience Powered by AAHOA

Join us in NYC next month, November 10-11, for HX. With brand-new AAHOA-curated educational sessions, a Young Professional Hoteliers reception, incredible networking opportunities, and an expo featuring hundreds of exhibitors, you won’t want to miss it. Use promo code AAHOA19 to attend the expo for free and the conference for as little as \$50.

Celebrating **2** Generations
Of Working Together and Success of AAHOA members
and their families as a preferred flooring vendor
since 1985



Embassy Carpets®

Coast-to-Coast Quality
Since 1985
Luxury LVT | Carpet Tiles



UNDERSTAND THE DIFFERENCE BETWEEN **PRICE** AND **COST**

PRICE IS WHAT YOU PAY • **COST** IS WHAT YOU GET IN QUALITY & SERVICE

Embassy Pacifica

Embassy Carpets®

Embassy Hawaii 5-0

Quality and Trust with Confidence
Since 1985

800 366-7847 or embassycarpets.com



REAL ID: Coming to an airport near you

by TONI-ANNE BARRY

SONG_ABOUT_SUMMER/SHUTTERSTOCK.COM

STARTING ON OCT. 1, 2020, all American citizens and territory residents aged 18 and older will need a REAL ID to travel domestically, unless they have a valid U.S. passport. This new security measure has been in the works since the REAL ID Act was passed by Congress with wide bipartisan support by back in 2005. The legislation was passed in the wake of the September 11 attacks and adheres to many of the safety and security recommendations made by the 9/11 Commission. Requiring all citizens to obtain a REAL ID is the third and final phase of the act, which aims to bolster domestic security to make traveling in the U.S. safer and more efficient.

REAL IDs differ from standard licenses in some distinct ways. First, these IDs are made with advanced technology that make it extremely difficult for forgers to illegally replicate. This makes it much easier for security personnel to tell the difference between a fake and a legitimate REAL ID. Secondly, almost all REAL IDs have a gold or black star in the top right-hand corner of the card, showing immediately its REAL ID status. If

“Requiring all citizens to obtain a REAL ID is the third and final phase of the act which aims to bolster domestic security to make traveling in the U.S. safer and more efficient.”

you’re not sure whether you have a REAL ID or not, check to see if your ID has one of these stars. It’s important to note that a select few states, such as Hawaii, Ohio, Tennessee, and Utah have already issued IDs that do not have a star but are still considered REAL IDs. Your state’s DMV website is your best resource for checking if your ID is REAL ID compliant or not.

Keep in mind that holding a REAL ID can only be used for domestic travel and to Canada. To fly internationally, citizens still need a valid U.S. passport. Now, according to State Department data, only 42 percent of Americans currently hold a valid passport. This means 58 percent of Americans will need to acquire a REAL ID to board a flight next year, if they don’t have one already.

Once October of next year hits, federal agencies such as the Transportation Security Agency (TSA) will be prohibited from accepting licenses and other identification cards for domestic travel if they do not meet the guidelines laid out by the REAL ID Act. While this seems like it’s still a while away, it’s important not to wait until the deadline approaches. Not only will DMVs be especially crowded, but just like regular licenses, REAL IDs can take weeks to receive. It’s important for everyone involved in the hospitality industry to spread the word to as many citizens as possible, both frequent flyers and those who only travel on occasion, to make it a priority to obtain a REAL ID because air travel is the lifeblood of travel and tourism. ■

Make your guests feel at home with the DIRECTV Residential Experience.



The DIRECTV Residential Experience offers premium entertainment benefiting your hotel and guests.

- Full residential lineup with access to over 100 HD channels¹
- Technology that's easy, flexible and compatible with most TVs and wiring
- No Pro:Idiom TVs required
- Simplified, anti-microbial remote

PLUS, OFFER INCLUDES:

(Conditions apply)



**2019
NFL SUNDAY TICKET**
at no extra cost!
ASK HOW!



as a 2nd premium for only **99¢** per room per month²

For even more Movies, Original Series, Sports, Documentaries and Comedy Specials.

Offers end 12/31/19. New approved H&I customers only. 3- or 5-year programming agreement required. Credit card required (except MA & PA). Early Cancellation Fee may apply. Local channels (\$.75/room/mo.) if available in your market, required.

Call **Alvi Satellites** today at **877-233-1787**.
hospitality.directvdealer.com/AlviSat



¹To access DIRECTV HD service, HD equipment req'd. Number of HD channels varies based on package selection. **2019 NFL SUNDAY TICKET PRICING:** 2019 NFL SUNDAY TICKET will be delivered at no extra cost in all guest rooms for the 2019 season for all new DIRECTV Residential Experience (DRE) customers, COM System customers and DIRECTV Residential Experience Plus (DRE Plus); customers must subscribe to FAMILY Package (\$2.49/room/mo.) or above, with a 3- or 5-year programming agreement. Other conditions apply. **Subscription will automatically continue in the 2nd year at a special renewal rate of \$99 and renew at regular rate thereafter unless customer calls to cancel prior to start of the season. Subscription cannot be canceled (in part or in whole) after the start of the season and subscription fees cannot be refunded.** Commercial locations require an appropriate licensee agreement. Offer excludes University accounts. NFL, the NFL Shield design and the NFL SUNDAY TICKET name and logo are registered trademarks of the NFL and its affiliates. **SHOWTIME OFFER:** The SHOWTIME programming offer (\$0.99/room/mo.) is available only as a 2nd Premium add-on. Offer available to qualifying new or existing Hospitality accounts with a 3- or 5-year programming agreement and must not have received SHOWTIME programming from DIRECTV or any other distributor during the 24 months prior to activation. Offer is available for accounts activated on or before 12/31/19. After the applicable promotional period (3- or 5-year) ends, then-prevailing rate for SHOWTIME applies unless canceled or changed by customer prior to end of the promotional period. Offer may not be combined with any other SHOWTIME offer. SHOWTIME is a registered trademark of Showtime Networks Inc., a CBS Company. Availability of DIRECTV service may vary by location. In certain markets, programming/pricing may vary. Hardware and programming available separately. Receipt of DIRECTV programming subject to terms of the DIRECTV Terms of Service for Hospitality Establishments and the DIRECTV Terms of Service for Institutions; copy provided with new customer information packet. Taxes not included. DIRECTV programming, hardware, pricing, terms and conditions subject to change at any time. ©2019 AT&T Intellectual Property. All Rights Reserved. AT&T, Globe logo, DIRECTV, and all other DIRECTV marks contained herein are trademarks of AT&T Intellectual Property and/or AT&T affiliated companies. All other marks are the property of their respective owners.

What you need to know about managing a management company

by GANISHA SETHI

YOU'LL NEVER KNOW everything about managing a management company. That's the fun part... most of the time!

My family and I created our management company 10 years ago and it has been a beautiful journey. If you're thinking about creating, joining, or revamping a management company, here are some things to think about.

WHY ARE YOU DOING IT?

You must know this. If you're building a career, join someone else's management company. If you want a company to manage your investments, hire a reputable one to run your business for you. But if your desire is to build a legacy, a culture, and a team of leaders, then you're in the right place. If you know why you're doing it, then write out your three-year vision. This should include tangible goals that your actions can realistically achieve. This vision will be your guide as you set monthly and annual goals for yourself. It will be especially helpful on days you're feeling drained because it will remind you of your purpose. If you don't know where you're headed, you'll never get there.

WHO ARE YOU, AND WHO DO YOU WANT TO BE?

You can choose to have a company that manages people who are hired to do a job or you can choose to lead leaders who make an impact. Knowing the principles on which you want to build your company will determine your success. So, to begin, write out your core values. What do you believe, and who do you want to be for the people who follow you? What image do you want to portray to the public? These characteristics you want your company to have will be

“If you're building a career, join someone else's management company. If you want a company to manage your investments, hire a reputable one to run your business for you. But if your desire is to build a legacy, a culture, and a team of leaders, then you're in the right place.”

Sethi Management owns and manages:

6 HOTELS

3 RETAIL LOCATIONS

ACROSS **3** STATES:
ARIZONA, CALIFORNIA, AND NEVADA

your core values. Live by them through every single decision you make in your company. Never waiver from them. This will help you create something that is truly meaningful and, therefore, create a company culture that attracts the employees you want.

PEOPLE, PEOPLE, PEOPLE

When launching our management company in 2010, someone told me our strength has to be in our systems and procedures. That, if these are strong, our company will run on its own no matter who we hire, who stays, or who leaves. Ten years, hundreds of mistakes, and a few gray hairs later, I completely disagree with this. If you don't have good, diligent people on your team, your systems and procedures will fail over and over again. Invest in finding kind people who align with your vision and your core values. And then, once you have them,

invest in them. Not just monetarily toward salaries and benefits, but also emotionally. Listen to them, understand them, coach them, and do everything you can to make them successful. If you aren't doing it for them, then there is no point in doing it at all. It is these leaders who will, in turn, treat the rest of your staff members well, who will, in turn, treat your guests well.

Managing a management company is an exhilarating ride! Enjoy it! ■



As chief operating officer of Sethi Management, Ganisha continues to increase efficiency and accountability wherever possible. Her focus is to

create a company of positive culture and true integrity. With a long-term vision in mind, Ganisha strives to make Sethi Management better every day.

**“WE RELY
ON FRIEDRICH
TO PROVIDE
THE PERFECT
COMFORT”**

Robert Patel
PRESIDENT & CEO
LEISURE HOSPITALITY, MANAGEMENT INC.

Roshan Patel
DIRECTOR OF DEVELOPMENT



“The Friedrich PTAC is dependable and as we’ve continually upgraded our portfolio of properties, we trust and believe in the Friedrich brand. While we continue to create the best guest experience possible, we rely on Friedrich to provide the perfect comfort.”

LET FRIEDRICH BE PART OF YOUR SUCCESS

Contact your AAHOA Account Manager,
David McDonald, at aahoa@friedrich.com
or Call **1-800-399-PTAC**

Get quotes and place orders 24/7
on our exclusive AAHOA member portal:
www.friedrich.com/AAHOA2019



FRIEDRICH

1 8 8 3



Multiple Solutions, One Trusted Name.

COMMON GROUND

Cracking down on fraudulent reservation websites

by TONI-ANNE BARRY



REDDAXLUMA/SHUTTERSTOCK.COM

These days, it seems like politicians cannot agree about anything. Common Ground profiles members of opposing parties who are working together to advance issues important to hoteliers.

THE ISSUE

Online Booking Scams

Fraudulent third-party hotel reservation websites are wreaking havoc on consumers and the travel industry. These websites deceive consumers into believing they are booking a reservation directly with a hotel by creating the appearance of being the hotel's official website or being an affiliate of the hotel. In reality, these websites are independent companies with no ties to the actual hotel. These scams cause consumers to face a range of issues, from increased and unnecessary fees to fake room reservations. According to the American Hotel & Lodging Association, 23 percent of consumers reported they were misled by a third-party travel seller in 2018. For AAHOA Members, these scams directly result in a loss of business and a growing population of skeptical travelers.

COMMON GROUND

Representatives Peter Welch (D-VT) and Gus Bilirakis (R-FL) introduced the Stop Online Booking Scams Act of 2019 to combat these scams. The legislation would make it unlawful for a third-party online hotel reservation seller to advertise, promote, or sell a reservation if their website wrongfully states or implies that they are affiliated with or are the hotel when they are not. Under this legislation, third-party websites must clearly notify consumers that they are an independent reservation seller. Under this legislation, both the FTC and state Attorneys General would be given greater authority to crack down on sites that fail to comply with these provisions. Senators Amy Klobuchar (D-MN) and Steve Daines (R-MT) have introduced companion legislation in the Senate. ■



Rep. Peter Welch (D-VT)
First Elected: 2006
Committees: Energy and Commerce, Oversight and Reform, Select Committee on Intelligence, Democratic Steering and Policy Committee
"Vermont has world-class resort

destinations and hotels that are key contributors to our economic growth. Skiers, hikers, hunters, and fly fishermen should not have to worry about getting ripped off when staying at our great hotels."



Rep. Gus Bilirakis (R-FL)
First Elected: 2006
Committees: Energy and Commerce, Veterans Affairs
"This issue was first brought to my attention by a local hotel franchise owner in Dunedin. She showed me frustrated letters

from customers who had unknowingly booked a room at her hotel through a fraudulent third party. Upon arrival, the customers were frustrated to learn that the hotel was fully booked and could not accommodate their travel request. Our bipartisan legislation will help to protect the consumer and small business owners from bad actors by offering greater transparency."



Reimagined. Reinvented. The All-New 6.



- AVERAGE OCCUPANCY 66%*
- AVERAGE DAILY RATE \$60*



As a Motel 6 franchise partner, you'll enjoy the immediate name recognition that comes with over 55 years of being an iconic American brand in the economy lodging space. Giving travelers the ability to "save more for what you travel for" has been, and will always be, our mission and our promise since we checked in our first guest. Together, as partners, we will work to deliver on that guest experience, while helping to grow your bottom line.



1.844.456.3627 | g6hospitality.com/franchising | franchisesales@g6hospitality.com

©2019 All rights reserved. G6 Hospitality Franchising LLC. 4001 International Parkway, Carrollton, Texas 75007. This advertisement is not an offer to sell a franchise. An offer can be made only by means of a Franchise Disclosure Document that has been registered and approved by the appropriate agency in your state, if your state requires such registration. Minnesota Registration Nos. – Motel 6: F-5053; Studio 6: F-5052. *Source: Item 19 of the March 5, 2019, Motel 6 FDD.

FEATURE

TO INVEST **OR** NOT TO INVEST



“Finding a management company that is able to implement an integrated approach by analyzing sales, marketing, human resources, operations, food and beverage, quality control, and productivity is a key quality.”

A guide to investing in management companies

by ZOHREEN ISMAIL

THE HOSPITALITY INDUSTRY PLAYS A MAJOR ROLE IN GROWING our economy, partly because this is an industry that has been keeping up with the changing times. Hotel owners and operators are working every day, including weekends, and their best avenue of being successful and accomplishing tasks is investing in innovation and technology.

THE CHALLENGES

Many of our readers have quite literally grown up in the hotel industry and many others have started from scratch in building and creating a successful hotel business empire. Whether you own one property or multiple properties, one key feature that all hotel owners find important is finding creative ways to improve operational efficiencies that drive profits upward.

“From a general operational perspective, we empower property teams to do what’s best for each property and size. No two properties are the same. We take an innovative approach by having a structure to allow properties to innovate themselves.”

— GAVIN ROYSTER, CHARLESTOWNE HOTELS

“The biggest challenge hotel owners face is scarcity of resources,” says Gavin Royster, director of development at Charlestowne Hotels. “Whether you own one hotel or a few, it can be difficult to deliver, manage, and track financial performance without a sizable management platform.”

It sounds like an easy task: operate better, see better financial results. However, without a good infrastructure, there can be many challenges that arise. According to Royster, another major challenge hotel owners and operators face is filling their task force and building a trustworthy team.

“Today’s labor market and low unemployment rate make it difficult for owners and operators to build and keep strong property teams. The supply of hotels has outpaced the supply of labor. It’s an issue operators of all sizes are facing. However, the effects can be exacerbated with smaller-scale operators.

For example, one individual may own three to four hotel properties and run into problems if a key manager on the property leaves. Without the bench depth of a management company, filling that position effectively and expeditiously can be a challenge,” Royster explains.

A lot of smaller hotels don’t have the revenue to justify investing in a management company. By focusing on revenue management, smaller hotels can see a lot of improvement when revenue performance involves organizing the department at the corporate level.

“Often times, when a property has revenue management functions performed at the property level, there is greater susceptibility to deviating from defined revenue strategies and dropping rates too far or too soon if room nights don’t materialize quickly enough,” Royster says. “We have found that organizing revenue management at the corporate level allows for more objectivity and a greater adherence to defined revenue strategies, which in turn maximizes revenue for our properties.”

The challenge many face is having the resources to leverage their own expertise with the expertise of others and allowing

that to optimize revenue. Boutique hotels face a challenge that usually the bigger brands do not.

“Boutique hotels are much harder to get right than traditional branded hotels,” Royster says. “In the independent world, you don’t have the reservation system, loyalty program, and name recognition that the big brands provide. It’s much more difficult to reach the guests you want and get them into your hotel at the price you want.

“We have developed robust internal revenue management and marketing teams to succeed in this area. For someone without that infrastructure, it can certainly be a challenge.”

WHAT TO LOOK FOR IN A MANAGEMENT COMPANY

- ❑ Check the qualifications of portfolio managers.
- ❑ What services are offered?
- ❑ What types of technology does the management company invest in?
- ❑ How will the management company help you achieve operational efficiency?
- ❑ Does the management company have experience with food-and-beverage programs?

WHAT DO MANAGEMENT COMPANIES OFFER?

The thought of investing in a management company has crossed the mind of almost every hotel owner at some point. If you want to find new ways of solving challenges and improving your business, the best way is by collaborating with others.

Innovation

Hotel owners who have grown up in the industry or started businesses from scratch have created and perfected operational strategies over the years. The innovation that management

companies bring to these perfected strategies is what owners are seeking.

“From a general operational perspective, we empower property teams to do what’s best for each individual property,” Royster says. “We don’t have a strict playbook that instructs them on what to do in every minute aspect of the operation since each one of our properties is unique. This fosters innovation within our property team, which we can then, when appropriate, leverage across our broader organization.”

Technology

Another macro-level benefit management companies provide is data. “Leveraging as much data as possible to optimize all aspects of the operation is of paramount importance,” Royster says. “With over 40 hotels in our portfolio, we can analyze



FRANCHISE OPPORTUNITIES

“The rewards are so much more than financial.”

- Beau Athia, Proud AAHOA Member & Primrose Schools® Multi-Unit Franchise Owner

Beau and Urvi Athia wanted to make a difference in their community with a meaningful franchise. As The Leader in Childhood Education and Care®, our Franchise Owners are investing in a legacy measured in lives changed. For the Athias, the rewards, both financial and emotional, make Primrose Schools an excellent franchise to own.

PrimroseFranchising.com/AAHOA



This information is not intended as an offer to sell a franchise. We will not offer you a franchise until we have complied with disclosure and registration requirements in your jurisdiction. Contact Primrose School Franchising Company, 3200 Windy Hill Road SE, Suite 1200 E, Atlanta, GA 30339, to request a copy of our Franchise Disclosure Document. NY Residents: This advertisement is not an offering. An offering can only be made by a prospectus filed first with the Department of Law of the State of New York. Such filing does not constitute approval by the New York Department of LAW. MN Franchise Number: 4281.

an extensive data set to see where an individual property's performance may be improved."

The future of economic success in the hotel business is collaborative. Analyzing efficiencies through data and technology, then taking steps to improve efficiencies and increase productivity, requires a collaborative effort.

EXPECT THE UNEXPECTED

There are many services and industry professionals at management companies who are able to handle and advise on topics that may not be front of mind for all hotel owners. Operational efficiency and generating revenue are usually No. 1 on an owner's list. However, what many hotel owners don't expect from management companies is assistance with other categories such as food and beverage, and human resources, which can also take up a lot of time and resources.

Hotel management companies understand the importance of achieving and recognizing all the moving parts of a hotel that generate income and play an important role in guest satisfaction. The more hotel owners learn about the capabilities of management companies, the more they realize the breadth of services that are offered. Finding a management company

WHEN SELECTING A MANAGEMENT COMPANY

- ❑ Establish and maintain a shared understanding of business operational policies.
- ❑ Take appropriate action to ensure all paperwork is reviewed and in place.
- ❑ Communicate a clear list of roles and responsibilities.
- ❑ Share your short-term and long-term goals with your management company.

that is able to implement an integrated approach – by analyzing sales, marketing, human resources, operations, food and beverage, quality control, and productivity – is a key quality.

STEP ONE

So, what does one do first when looking to invest in a management company?

"Honestly, the first step is to think deeply what it means to have a third-party operator and if you're truly comfortable giving up day-to-day operational control," Royster says.

Owners who are self-operating are used to a hands-on approach, so there's often a level of emotional attachment that can make trusting and collaborating with a third-party operator difficult.

Owners are encouraged to survey the market, just as they would do when purchasing a new hotel property. "Don't go with a management company just because you have an existing relationship or because they came recommended by a friend in the industry," Royster says. "There are myriad options out there. Figure out what your property and you as an owner need, and then look for a management company that is most aligned with and able to deliver upon those needs."

MOVING FORWARD

By investing in a management company, hotel owners and operators are equipping themselves with the resources they need to move forward and keep up in the era of technology and innovation. Collaborative problem-solving is becoming increasingly popular across all industries. Whether you're the owner and operator of multiple properties across the U.S. or own and operate one boutique hotel in a small town, investing in a management company could be the next step you need to grow your business and optimize profitability. ■

YOUR ROAD TO THE RIGHT FINANCING

Built on Trust.
Navigated Through Experience.
Paved by Relationships.

MAG MILE CAPITAL

Take Your Financing Further.

- Skillfully-Structured Hotel Refinance & Acquisition Loans
- Non-Recourse Bridge, Permanent Debt with Cash Out & Equity for Qualified Sponsors
- First-In-Line Attention from Top Capital Sources

CMBS | Debt Funds | Life Insurance Companies | Credit Unions
Regional Banks | Foreign Capital | Hedge Funds | Private Equity Funds

312-642-0100
www.magmilecapital.com

Turning Relationships into Closings since 1991.

AAHOA CLUB BLUE MEMBER

Redefine In-Room Entertainment



ALLBRIDGE ENTERTAINMENT

Powered by MCOMS

 IPTV / FREE-TO-GUEST (FTG)

 CASTING

 SMART TV

 VIDEO ON DEMAND (VOD)



AllbridgeSM

Data | Video | Voice

Contact us to find out more | **888-243-5404** | allbridge.com

STROKE of GENIUS

Firming up hotel operations with finer strokes



Top hotel management companies balance profitability with agile management

by MEGAN MAZZOCCO

ACCORDING TO THE MARCH EDITION OF CBRE'S HOTEL HORIZONS forecast, the average occupancy level for U.S. hotels this year is projected to be 66.2 percent, significantly higher than the pre-2014 historical high of 64.8 percent. "Despite such healthy market conditions, not all hotels are enjoying lofty levels of performance," Robert Mandelbaum, director of research information services for CBRE Hotels' Americas Research, wrote in his report.

Hotel management companies are fine-tuning operations in areas where incremental improvements can impact growth and profitability. *Today's Hotelier* explores how several top hotel management companies examine operations and implement sometimes-unconventional strategies to help drive sustained success and profitability in the face of forecasted headwinds.

Andrea Foster, senior vice president of Development at Marcus Hotels, observes occupancy rates increasing year over year, but pricing is remaining flat due to the increased sharing-economy inventory.

"Success at this stage is having an operator who's experienced and successful and can source and retain talent as well as maintain a committed focus on ways to move the needle on profitability," Foster said. "This can't be achieved with broad strokes."

“People enjoy going to work where their best friend is also their teammate.”

—DAVID ROEDEL,
ROEDEL COMPANIES



KAMIL MACNAK/SHUTTERSTOCK.COM

CHOOSING THE RIGHT TEAM

“The next few years are going to be tough, whether we face a downturn or not,” said Sheenal Patel, chief executive of Arbor Lodging Management. Patel, who doesn’t consider himself your conventional hotelier, keeps a finger on the pulse of all sources of information that might bolster business. “We’re open-minded to thinking and opinions,” he said. “I think that everyone has something to add.”

This philosophy contributes to Arbor Lodging’s success in recruiting and retaining employees – the toughest aspect of hotel and hospitality operations in a tight job market. “I create an environment [where] they want to stay because they feel like they’re driving,” Patel said.

Arbor also makes sure it is providing the type of health coverage and benefits its employees want. “It’s easy for us to just say our employees want to go to the gym and drink green juice,” he said. But in speaking with its employees, the company has found that what its workers actually desire is access to select providers and adequate prescription-drug plans.

Retaining associates is imperative, Foster agreed. “The continuity within an asset is a key to its sustainable success,” she said. It starts with hiring capable associates and training them to deliver the best results most expediently. “We don’t outrun our talent,” Foster added. “We find the best and retain the best. And training time is laser focused to deliver exceptional-quality service that drives top-line and bottom-line results.”

David Roedel, business development officer of Roedel Cos., believes in creating a warm environment where character is recognized and performance is rewarded. He serves on the awards jury for the company’s annual Values in Action Award.

“Some of the stories are so endearing, it’s difficult sometimes to choose one associate to celebrate,” Roedel said. The company holds quarterly celebrations and an annual awards ceremony. In addition, all employees receive signing bonuses and are encouraged to recruit friends. “People enjoy going to work where their best friend is also their teammate,” he said.

COMMUNITY ENGAGEMENT

Beyond the employee family, Roedel keeps a family-owned-business feel within the communities the company operates in, ensuring it makes a difference in civic life by embracing responsible development, supporting local charities, and fostering land stewardship.

“Roedel breaks through the [franchise] brand to connect with the community as a supporter and as leaders in the communities we serve,” Roedel said.

These softer skills may not always be a bottom-line item, but when the focus shifts to revenue, Foster suggested driving revenue through fine-tuning instead of cost cutting. The ability to create optimal performance at every property is important for holding onto an investment, as well as to create a legacy with a strong exit strategy, Foster said.

Marcus’s marketing, sales, and revenue leaders meet regularly to share citywide data, group space and RevPAR numbers, and to discuss dynamics in competing convention markets. “These are critical areas – a trinity, so to speak,” Foster said.

The group uses analytics, demographics, page traffic, and conversion data to uncover areas where it needs to be responsive to fluctuating demands, such as the need for larger meeting spaces.

Your guests want quality.



You want savings.

WIN/WIN

Everybody wins when you buy a Milnor. That's because Milnor knows industrial laundry better than anyone. Smaller facilities get superior wash quality and a low price from Milnor's compact VRJ washer-extractor. Larger facilities enjoy washing 100, 140 or even 160 lb. at a time in our larger models. Intuitive MilTouch™ controls offer unprecedented insight into your wash, where water can be programmed to any level in one-tenth of an inch increments. And each machine is built with RinSave® water saving technology to save water and time.

Contact an authorized Milnor distributor or call 504-712-7656 to find out more about washing more linen with less water than ever before.



www.milnor.com



“Captivating today’s customers and guests requires out-of-the-box thinking and a unique experience. It’s a creative discipline. Don’t sacrifice quality in creating something with a cool factor; it’s a balance of efficacy and profitability.”

—ANDREA FOSTER, MARCUS HOTELS

FIZKES/SHUTTERSTOCK.COM

Arbor also relies on a proprietary data and analytics software platform that brings in all data, from GFF to revenue to RPNLs and relevant HR data, “so we can assess our properties in a snapshot: what they’re doing, and what can we do to find issues and correctly identify where we need to focus help and attention,” Patel said.

The software predicts and models demand over the next 30, 60, and 90 days, which helps to reveal where the hotel can optimize efficiencies and ensures the right revenue mix. “It has become very tech focused and data-analytics driven,” Patel said.

To rev up its RevPAR a notch, Arbor encourages repeat guests to book through the franchise’s dotcom, thereby reducing royalties paid to online travel agencies. “Our job is to communicate those [loyalty] benefits to our guests, and that it won’t cost any more than the standard room rate,” Patel said.

IMPLEMENTING NEW TECHNOLOGY

Marcus’s entrepreneurial attitude, tempered with professional discipline, is innovating to face rising costs of goods and services and disruptors in the sharing economy that flatten RevPAR. The company uses out-of-the-box thinking with discipline when it implements new ideas and technologies, Foster said.

Before implementing new technology, Foster suggested hotel operators make sure it will do what it is intended to do to improve the experience for both guests and employees. “It should always be seamless and effective, grant access, and provide convenience and choices,” Foster said. “We refer to it as reload, not rebuild.”

Whatever technology Arbor brings to the guest experience, Patel stresses that it has to be familiar. All amenities across the brand should be consistent, from the television remote control to the entertainment platform; this also includes high-tech fitness, Patel said. “We have Pelotons [a cycling experience] at some of our hotels, and that’s been really successful,” he said.

In terms of operations, Arbor is experimenting with smart-building initiatives around energy and has seen the impact of LED retrofits incentivized by local utilities, Patel said.

Finally, Foster emphasizes leveraging scale and purchasing power when working as a larger hotel management company. “We’re larger than we may seem,” she said. “When it comes to procurement of goods and services for operations through vendor relationships, or procurement of insurance and health benefits for employees, we’re able to offer them to our owners and our partners economically.”

The ability to succeed despite the shifting hotel headwinds depends on the ability to adapt to the rapid pace of change. “Right now, success hinges on the ability to be innovative and change quickly to adapt to the times,” Patel said.

With unemployment at a record low and technology accelerating quickly, hoteliers face a tall order, but Foster suggests an entrepreneurial attitude that yields to discipline as a critical factor in implementing successful top-line and bottom-line initiatives.

“Captivating today’s customers and guests requires out-of-the-box thinking and a unique experience,” Foster said, adding that it has to be delivered with profitability and finesse in mind. “It’s a creative discipline. Don’t sacrifice quality in creating something with a cool factor; it’s a balance of efficacy and profitability.” ■



ENTREPRENEURIAL

SPIRIT +

TENACIOUS DRIVE

RELENTLESSLY FOCUSED

ON **EXCEEDING**

OUR OWNERS'

INVESTMENT

OBJECTIVES



**HOTEL
GROUP**

CONTACT US:

ANaik@pmhotelgroup.com

202.655.2356

pmhotelgroup.com

MAKING

THE

CONNECTION

Technology is enabling hoteliers to connect with guests in new and innovative ways, delivering the customized experience that each visitor craves

by LISA GORDON

IT'S NOT EASY BEING A HOTELIER IN 2019.

Some guests want a unique vacation yet demand all the comforts of home. Others expect a personalized guest experience but want to minimize face-to-face interactions with hotel staff. And still others prefer to control every aspect of their stay – from booking to checkout – through their smartphones.

But no matter what type of guests you are entertaining in your hotel, they probably have one thing in common: They want to be connected.

CONNECTIVITY IS KING

“From a guest perspective, Internet connectivity has become one of the most important things,” said Jeff Shockley, vice president of asset management and operations for Hotel Equities, which specializes in managing Marriott, Hilton, and IHG hotels.

“Technology that allows guests to stay connected has become an expectation. They expect it to be free, high speed, and able to support a minimum of three or four devices. It’s important that we monitor and stay in front of that expectation because it really drives guest satisfaction.”

Hotel Equities manages 80 hotel properties in the U.S. and Canada, with another 63 in development or under construction. Shockley said Hotel Equities has implemented a number of technological improvements over the past few years, including mobile key services, which have been offered at the company's new properties for the past two years.

"Mobile key enables customization of your stay," he said. "You get the opportunity to pick your room off a map before you check in. Then, you check in on your phone and use your phone as a key."

Shockley added that mobile key is a work in progress at legacy hotels, although the end of 2021 is the target for North American activation.



PHOTO COURTESY OF HOTEL EQUITIES.

The SpringHill Suites at Pensacola Beach, FL, offers guests a Business Center with a view.

Once the guest is in the room, many Hotel Equities properties feature smart thermostats equipped with motion detectors and a smart TV entertainment platform that will be standard at all facilities by the end of this year.

Of course, high-speed broadband Internet is a must, and Shockley's properties respond with 100 Mbps to 200 Mbps of bandwidth, depending on the number of rooms in the hotel. "I think we'll always be chasing bandwidth as devices pull down more data," he said.

He added that Marriott's new guest chat system, Empower GXP (Guest Experience Platform), provides the opportunity for guests to communicate with the front desk to ask for special services, restaurant recommendations, or extra towels.

From a property-management perspective, Hotel Equities is working on developing a business-intelligence platform that will access forecasting, accounting, and guest-feedback systems to pull everything into one report.

Shockley said the platform is key to enabling "real-time decisions to make the hotel more profitable and keep guests happy."

DRIVING GUEST EXPERIENCE

Radisson Hotel Group told *Today's Hotelier* it is investing in technology to give customers the experience and choice they expect.

With seven hotel brands and more than 1,400 properties in operation or under development, RHG is preparing to roll out a new reservations and on-property experience platform called EMMA (Every Moment Matters).

"EMMA will be the backbone of our future data-powered innovation and will enable our hotels to fulfill these delightful experiences guests desire," said Bill Baltes, RHG's senior vice president and interim chief information officer for the Americas. "This system will remember each of our guests' preferences, allowing us to provide a unique and memorable stay within our global portfolio of hotels."

EMMA will streamline the check-in and checkout process for both guests and hotel staff. A profile is created for a guest after his first stay, which informs RHG of his preferences when he books a future reservation.



PHOTO COURTESY OF RADISSON HOTEL GROUP.

EMMA will streamline the check-in and checkout process for both guests and hotel staff. A profile is created for a guest after his first stay, which informs RHG of his preferences when he books a future reservation.

"This data allows the hotel staff to create an individualized and unique experience for each guest," Baltes said, adding that a key consideration is safeguarding customers' personal information. "With EMMA, Radisson Hotel Group is driving a technology-enabled ecosystem that enables rapid innovation."

RHG also recently launched Radissonhotels.com, a new multibrand and mobile-first website. At the end of July, RHG also launched its Radisson Hotels app.

Baltes said it's important to allow guests the choice of how they want to interact with the hotel – whether through personal interactions with staff, phone messaging, streaming content to a room's TV, or online check-in and mobile key.

Mobile key was introduced with the launch of the Radisson RED brand of properties, and the group is now considering chatbot pilot programs to facilitate guest interaction.

"We want to make each guest's stay as convenient and care-free as possible," Baltes said. "Leveraging a high-speed hotel

“From a guest perspective, Internet connectivity has become one of the most important things. Technology that allows guests to stay connected has become an expectation. They expect it to be free, high speed, and able to support a minimum of three or four devices. It’s important that we monitor and stay in front of that expectation because it really drives guest satisfaction.”

— JEFF SHOCKLEY, HOTEL EQUITIES

Wi-Fi system allows us to expand our content offering. At Radisson RED, guests can stream their own content from their devices to our TVs.”

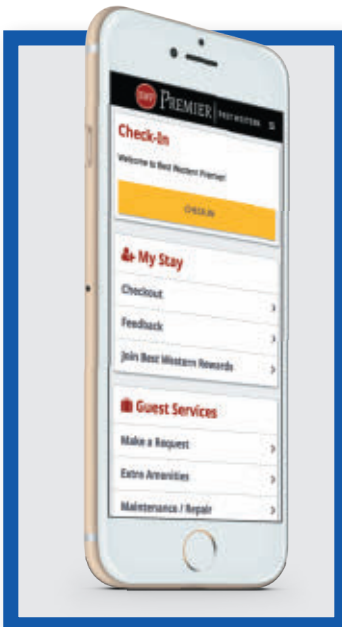
DEFINING THE CUSTOMER JOURNEY

At Best Western Hotels & Resorts, the focus is on cementing customer relationships from the outset.

With more than 4,500 hotels in nearly 100 countries, Best Western’s mobile concierge application, implemented two years ago at select properties, allows guests to customize their stay.

“We find out if it’s business or leisure,” said Ron Pohl, the hotel group’s senior vice president and chief operations officer. “What are their needs prior to arrival: early check-in, food or beverage amenities, any other requests?”

He said that like airlines, Best Western’s guests can check in using their mobile device, which then becomes the key to enter their guest room.



Best Western’s mobile concierge application allows guests to customize their stay.

“We’ve been preparing for that for a number of years,” he said. “You need the correct locking technology, and we are currently testing that technology at Best Western hotels. You can bypass the desk and go right to your room, and that now activates the ability to begin texting the hotel with any additional requests.”

Pohl said many customers would rather text than pick up the phone, so the mobile concierge meets their expectations while simultaneously creating better efficiency for the hotelier since responses can be tracked.

It also allows Best Western to upload local restaurants, attractions, and staff recommendations, and provides for a quick and easy checkout.

Looking ahead, Pohl said the ability to stream content to room TVs will be rolled out over the next few months and will most likely be offered to Best Western Rewards members first.



Midtown

SIGNS NEVER LOOKED SO GOOD

Order yours today at HOTELSIGNS.com

HOTELSIGNS.COM
WE'LL TAKE CARE OF THE SIGNS

“In the past, we expected we’d communicate with the customer on arrival. The difference today is customers are dictating communication. I think expectations are changing across the industry. What we have to do is pick and choose the points of contact because the personal element is critical to the hospitality business. It’s the only way we can establish real loyalty with a customer.”

— RON POHL, BEST WESTERN HOTELS & RESORTS

The chain’s more upscale brands will soon offer the ability to control other devices in the hotel room; that’s a 2020 initiative for hotels that have the capability.

Behind the scenes, Best Western’s staff completes computer-based training using a platform that replaces old-school roleplay for those in customer-service positions.

“This is all virtual reality, computer-based training that can put our staff into these challenging situations and allow them to practice in a real-life scenario,” Pohl said. “The system can identify facial expression, voice tone, etc. We have over 30 different scenarios for the front-desk staff alone.”

EMPHASIS ON SAFETY

Technology plays an important role in staff safety, too. Everyone interviewed for this article is concerned about employee safety and plan to implement various forms of personal-safety devices.

“We have begun a pilot project using panic buttons for hotel employees,” said RHG’s Baltes, adding that employees can summon help to their exact location with the touch of a button.

Hotel Equities’ Shockley said that by January 2021, all Marriott employees will be outfitted with personal-safety devices. “Next year, in the first quarter, they’ll be in our capital budget to ensure all Marriott hotels have them,” he said.

Likewise, Pohl said Best Western has committed to rolling out these devices by the end of 2020 at all North American hotels. “We have eight different options, and we want to work with hotels to ensure they adopt the right one.”

HOSPITALITY WILL ALWAYS NEED PEOPLE

Even though technology has become entrenched in the hotel industry, it’s also true that it’s called the hospitality business for a reason. Apps, chatbots, and virtual attendants can never replace a genuine, welcoming smile.

“That absolutely does matter,” Pohl said. “In the past, we expected we’d communicate with the customer on arrival. The difference today is customers are dictating communication.

“I think expectations are changing across the industry. What we have to do is pick and choose the points of contact because the personal element is critical to the hospitality business. It’s the only way we can establish real loyalty with a customer.” ■



SIGNS NEVER
LOOKED SO GOOD

Order yours today at HOTELSIGNS.com

Happy Diwali

HOTELSIGNS.COM
WE'LL TAKE CARE OF THE SIGNS

Visit us at the 2019 Best Western Annual Convention!

HOW TO AVOID BEING A TARGET OF A "CLICK-BY" ONLINE ADA LAWSUIT



by RAJ PATEL

THE AMERICANS WITH DISABILITIES ACT (ADA) IS A LANDMARK piece of civil rights legislation that prohibits discrimination based on a disability and guarantees equal opportunity for people with disabilities. Signed into law in 1990 under President George H.W. Bush, the ADA has changed the lives of millions of disabled Americans who can now engage in regular day-to-day activities after having been previously marginalized because of their disabilities or special needs.

Since the inception of the ADA and the introduction of Title III, which specifies rules to ensure the equal enjoyment of public accommodations, many hoteliers have studiously built or made the necessary capital improvements on their properties to ensure individuals with disabilities are able to freely enjoy their facilities in the spirit of the law. Despite these earnest attempts, hoteliers have also become accustomed to being the target of lawsuits that claim violation of the ADA.



HOTELS CAN BE TARGETS

In the past, as hoteliers scrambled to understand the law and implement changes, serial plaintiffs would target hotels for issues with their physical plant that might not adhere to the ADA. For example, parking spots not being handicapped

34%

YoY growth of Title III lawsuits filed in federal court (2017 vs. 2018)

accessible, or those notorious pool lifts not being installed, or even extreme examples of plaintiffs pulling out a measuring tape to ensure that grab bars are installed to specification were common legal complaints hoteliers faced. As these so-called “drive-by” lawsuits have been exhausted and hotels have mostly become compliant physically, attorneys are becoming more sophisticated and steering their focus to what we are calling “click-by” lawsuits.

A spate of lawsuits is being filed accusing hotel websites of not being ADA compliant. Some recent statistics published by the Attorneys Office of Seyforth Shaw, LLP, which specializes in ADA Title III litigation, show the number of Title III lawsuits filed in federal court in 2018 hit a record high of 10,163 – up 34 percent from 2017. Some 20 percent of these suits revolve around hotel website accessibility, which itself exploded nearly 200 percent from 2017. Click-by ADA lawsuits are growing as a portion of all ADA Title III federal suits, thereby demonstrating a change in focus by serial litigants from targeting physical violations to going after digital ones.

So, how can hoteliers protect themselves from one of these click-by lawsuits while ensuring that their websites and online presence cater to individuals with accessibility requirements?



ENSURE YOUR PROPERTY IS PHYSICALLY COMPLIANT WITH THE ADA

First and foremost, hoteliers need to ensure their hotel’s physical plant is compliant with both local building codes and the ADA. An easy guide to ensure compliance is simply to print the ADA Checklist provided by the Department of Justice (www.ada.gov/hsurvey.htm), perform an audit of your facilities, and remediate any faults.

Many hoteliers are also opting to have a Certified Accessibility Specialist (CASp) professionally assess the accessibility of their physical plant and make recommendations to ensure compliance with the ADA.

With either approach, it is vitally important to ensure the property itself is physically compliant with the law.

ADHERE TO THE FIVE-POINTS OF ADA TITLE III AND ONLINE ACCESSIBILITY

The Five Points of ADA Title III and online compliance come from Section 36.302e, which states an owner, lessor, lessee, or operator of a place of lodging must, with respect to reservations “made by telephone, in person, website, or through a third party.”

- 1** Modify its policies, practices, or procedures to ensure that individuals with disabilities can make reservations for accessible guest rooms during the same hours and in the same manner as individuals who do not need accessible rooms;
- 2** Identify and describe accessible features of the place of lodging and guest rooms offered through its reservations system in enough detail to reasonably permit individuals with disabilities to assess independently whether a given place of lodging or guest room meets his/her accessibility needs;
- 3** Ensure that accessible guest rooms are held for use by individuals with disabilities until all other guest rooms of that type have been rented and the accessible room requested is the only remaining room of that type;
- 4** Reserve, upon request, accessible guest rooms or specific types of guest rooms and ensure that the guest rooms requested are blocked and removed from all reservations systems; and
- 5** Guarantee that the specific accessible guest room reserved through its reservations system is held for the reserving guest, regardless of whether a specific room is held in response to reservations made by others.

Ensuring that your hotel’s website is ADA Title III compliant is fairly easy and straightforward. The accessibility features of your property, guest rooms, and bathrooms should be detailed comprehensively online, and the bookability of accessible room types should be availed.

These points can be accomplished by utilizing a Content Management System that offers the ability to highlight all accessibility features at the property level, guest room, and guest bathroom levels.

Additionally, it is imperative that your PMS and booking engine are able to highlight in-room accessibility amenities and manage room inventory. It is recommended that these points be followed across not only your hotel’s website itself, but also online travel agents and franchise websites.

GET YOUR HOTEL'S WEBSITE TO CONFORM TO WCAG 2.0 STANDARDS

The Web Content Accessibility Guidelines (WCAG) 2.0 are set forth to make content on your website easy to read, operate, and understand, making your hotel's website technology accessible. At the most basic level, your hotel website should have these (and other accessible elements):

- Provides text alternatives for any non-text content;
- Provides alternatives for time-based media;
- Includes content that can be presented in different ways without losing information or structure;
- Is easy to see and hear, including separating foreground from background;
- Permits all functionality from a keyboard, if needed (as opposed to a cursor);
- Permits sufficient time to read and use content;
- Is not designed in a way that is known to cause seizures;
- Includes ways to help users navigate, find content, and determine where they are;
- Includes text content that is readable and understandable;
- Operates and appears in predictable ways;
- Helps users avoid and correct mistakes; and
- Is compatible with current and future user agents, including assistive web technologies.

Coding or recoding your hotel's website to conform with WCAG 2.0 at a Level AA standard so it can be consumed by assistive technologies that can parse and read the website



could potentially be cumbersome and requires technical aptitude that can be costly. So, gone are the days of doing it yourself using an out-of-the-box website template solution. It also behooves you to avoid web designers who have no clue about the regulations and requirements necessary for the hospitality businesses.

It is recommended you rely on a proven digital marketing platform, tuned for hotels, to power your website, is forward looking, and can easily adapt to any changes in the law, thereby reducing your exposure to click-by lawsuits.



UNDERSTAND THE LAW

So, you've done everything to ensure your hotel property is physically compliant. Now, what does it mean to be ADA compliant online?

There is considerable confusion as to what “online hotel accessibility” really means. There are two aspects to ensuring your digital presence is accessible.

First, your hotel's online presence must adhere to Section 36.302e of ADA Title III regulations, also dubbed “The 2010 Regulations,” which went into effect March 15, 2012, imposing new obligations on owners and operators of hotels, motels, and other places of lodging. This key piece of legislation states that your hotel's online content on your website, OTAs, and franchise sites must comprehensively describe in-room and property-level accessible features.

Additionally, your reservations system, specifically accessible guest room inventory, must be accessible to all travelers irrespective of any special needs and cannot discriminate against any guests with a disability. The focus of the law is very clear and detailed in what could be called, “The Five Points,” which are detailed on page 35.

The majority of click-by lawsuits stem directly from hoteliers not following “The Five Points,” but these lawsuits are

“So, you've done everything to ensure your hotel property is physically compliant. Now, what does it mean to be ADA compliant online?”

just the tip of the iceberg, for what lurks below the murky waters is the second point of online accessibility, which is now also being challenged in courts: website content accessibility.

While stringent standards for a hotel website's accessibility compliance itself have not been adopted to date, it is increasingly important to ensure your hotel's website conforms to coding standards that ensure website content can be consumed by individuals who have audio, visual, or mobility impairment.

The World Wide Web Consortium (W3C) is an international community that works together to develop web standards. W3C has established what is called the Web Accessibility Initiative (WAI). This initiative brings together organizations



Established in 1975 with one independent motel, Baywood Hotels now owns and manages **OVER \$1 BILLION IN ASSETS**. The success and exponential growth of Baywood Hotels is a result of over 150 years of collective hospitality experience from its executive team combined with its desire to grow into new markets. Baywood's portfolio boasts partnerships with **Hilton, Marriott, and InterContinental Hotels Group**.

We offer our sincerest thanks to all of our partners in the hospitality industry for their contribution to our success.



BAYWOOD
HOTELS

BaywoodHotels.com
Invest@BaywoodHotels.com



hampton
inn & suites

celebrate in bright spaces
www.hospitalitydesigns.com

hospitality
designs



and governments from around the world “to develop guidelines and resources to help make the web accessible to people with disabilities including auditory, cognitive, neurological, physical, speech, and visual disabilities.”

The WAI has developed Web Content Accessibility Guidelines (WCAG), which are recommendations and guidelines to make web content more accessible. The most widely accepted guidelines are the second iteration, WCAG 2.0. Increasingly, the courts are beginning to leverage WAI and WCAG standards in establishing policies regarding website accessibility, and, while the DOJ has not determined formal rules or policies in respect to website accessibility, the DOJ and several court cases that have been adjudicated have been insisting (without any statutes or regulation) that

websites and mobile application be brought in compliance with WCAG 2.0 AA. ■

Raj Patel is the CEO of INNSight, a leading digital hospitality marketing software company, and a technologist who has been building game-changing software for hotels for over a decade. Raj has become a leading expert on the Americans with Disabilities Act (ADA) Title III, online compliance, and Website Content Accessibility Guidelines, being widely quoted and delivering many hotel industry webinars and seminars for AAHOA and California Hotel & Lodging Association on ADA online compliance and a variety of other hotel technology topics. To learn more about online accessibility, go to www.ADAshield.com or contact accessibility@innsight.com.



Maximum Performance

ADD OUR SKILLED LABOR TO YOUR LAUNDRY ROOM.

(NO HIRING REQUIRED)



TotalVue™
POWERED BY UNILINC®

With today's hiring challenges, laundries are tasked to do more with less. UniMac's TotalVue™ system will help you maximize performance without adding staff.

TotalVue provides a new level of visibility to your operation – with real-time reports that help identify ways to improve throughput and prevent downtime.

That's laundry genius. That's UniMac.

To learn more about the power of TotalVue and request a complimentary Laundry Operating Cost Analysis (\$350 value), VISIT UNIMAC.COM/ROI.



UniMac by Alliance Laundry Systems

FINANCING AS LOW AS 5.99%*
available for 36 months

*Rates are subject to formal credit approval and credit score.



LIVE OAK BANK®

HAPPY DIWALI

from Live Oak Bank!

Our Team Wishes You a
Joyous and Prosperous
New Year.

Contact our team for your
hotel financing needs.



Jamie Bourgeois

SVP - Hotels

jamie.bourgeois@liveoak.bank

910.375.5925

liveoakbank.com/hotels

©2019 Live Oak Banking Company.
All rights reserved. Member FDIC.
Equal Housing Lender.

MADE IN AMERICA

For A World of Style,
Comfort And Value



**Brands have strict standards.
Owners have high expectations.**

**Our seating products
meet those standards and
exceed those expectations.**

And 100% domestic production
guarantees unmatched benefits:

- Fine craftsmanship
- Quality materials
- Timely delivery
- Dependable customer service



800-405-3951

sales@autreyfurnituremfg.com • www.autreyfurnituremfg.com

Preferred Supplier To:



**Chairs • Sleeper Sofas • Love Seats
Ottomans • Desk Chairs • More**

TIME AS AN ASSET:

How to
increase
business
value by doing
more of what
your **LOVE**,
not what
you **MUST**

by AMISH NAIK





SERGEY NIVENS/SHUTTERSTOCK.COM

THE HOSPITALITY INDUSTRY HAS EVOLVED CONSIDERABLY over the past 30 years, a period coinciding with AAHOA Members becoming the dominant force in hotel ownership and development. New brands have proliferated, while still-emerging technologies and generational change have disrupted the traditional systems that most hotel franchise companies once used.

Almost all AAHOA Members started in the industry running the small, independent motels they also called home. Now, an increasing number are leading billion-dollar enterprises focused more on hotel development and investment than daily operations.

While traditional owner-operators are still very common in our industry, a growing number of savvy hotel investors – led by a second generation that was literally raised behind the front desk – are realizing that hiring a professional management company can substantially increase their hotels' value, all while freeing them to focus on their passions, such as developing new hotels, travel, civic/community organizations and, of course, family, to help raise and nurture the third generation.

“Every savvy owner understands that in today’s market, you need more than a good brand and location. You need the right management team to maximize investment returns and asset appreciation over the long term.”

GET CREATIVE

For an industry that has been around for generations, the business of operating hotels has experienced tremendous change in recent years. Every savvy owner understands that in today’s market, you need more than a good brand and location. You need the right management team to maximize investment returns and asset appreciation over the long term.

The tight labor market and rising minimum-wage regulations in many regions have put tremendous pressure on



operators to find creative ways to recruit and retain people to clean the rooms and staff the ever-cooler food and beverage outlets in our hotels. Rising labor costs, coupled with material increases in expenses such as FF&E for renovations, brand fees, and property taxes and insurance, is putting tremendous pressure on profit margins. Even more critically, these expense pressures are coming in many markets with the ominous backdrop of lower and increasingly negative RevPAR growth.

In addition to bringing best practices and standard operating procedures to handle every conceivable issue related to hotel operations, hiring a professional management company can provide an owner something much more valuable: time. How many times does it take being woken up in the middle of the night due to a guest issue or to cover the desk because the night auditor did not show up before you realize that there is a better way?

USING MANAGEMENT COMPANIES TO DELEGATE

The stress of operating hotels is real and not likely to go away anytime soon. Hiring a professional management company to take those calls and, more importantly, provide the training and resources for on-property staff to professionally handle emergencies, can provide incredible peace of mind. And the upshot is that it also provides owners more time to pursue the other things they enjoy.

Professional hotel-management companies continually focus on improvement in the most mundane areas of the

business, like procuring breakfast supplies or setting daily rates, because they know every cent adds up, and their existence depends on being able to maintain revenue premiums even when the market goes down.

Unlike management companies that are committed to driving maximum owner objectives, owner-operators cannot devote the time or money to staying on top of the latest operating trends. There is simply not enough time in the day for an owner-operator to effectively commit to industry-leading procurement or revenue-management practices while also dealing with lenders and franchise companies for potential new development projects.

HOW MANAGEMENT COMPANIES WORK FOR YOU

AAHOA Members are now undeniably the largest segment of hotel developers for all major franchise companies. You are adding more than half of the new lodging in this country. However, well-conceived hotel development projects too often fail for the initial developer and investors because they could not focus on the pre-opening process while they were completing construction.

There is only one of you and only 24 hours in a day. Strong brand relationships and deep experience building and opening new hotels enable top hotel-management companies to provide significant value to developers during the design and construction process, which will ultimately lead to shorter ramp-up to stabilization.

Use code 'AAHOA' for 20% savings



2nd Annual
**NEW HOTEL CONSTRUCTION
& DEVELOPMENT
(WEST)**

October
28-29 2019

Santa Monica, CA

A small section of our 2018 Attendees include:

AAHOA, Business Relations Executive
AAHOA, Treasurer
ACT INC, VP of Sales / Marketing
ACT INC D'MAND KONTROLS, CTO
AECOM, Senior VP of Strategy and Communication, Construction Services
AECOM Capital, Senior Managing Director
AEI Consultants, Vice President
AF Canta Inc, CEO
Aimbridge Hospitality, Vice President of Development
Alfred Realty, President
Altera Development, Principal
AMBERTON Properties, Principal
American Hotel Income Properties REIT LP, President
Ameriflood Solutions, Principal
Andell, Inc., VP
AP Hospitality, Principal
ARIA Development Group, Founding Principal (TBC)
Arroyo Vista Partners, LLC, Managing Member
Ascend Collection by Choice Hotels, Director of Development
Associated Ventures, LLC, Managing Member & CEO
Associated Ventures, LLC, President
ASX Properties, Chief Development Officer
Axis Development Group, Managing Partner
AXLE Capital, Asset and Investment Manager
Axle Companies, CEO
Baker Tilly Capital, Managing Director
Bannerot Partners, Managing Partner
Barings, Managing Director
Baywood Hotels, VP of Development and Finance
Benjamin West, VP, Business Development
Best Western, Regional Director
Bittel Americas, CEO

Blue Jay Capital, Director
Bluestone Communities, Chief Financial Officer
BN Group, Chief Financial Officer
BN Group, VP of Developments
Boutique & Lifestyle Leaders Association (BLLA), Founder and CEO
Bray Whaler, Director of Business Development
Brown Gibbons Lang & Company, Managing Director
Buildup, CEO
Buildup, Director of Operations
Caesars Entertainment, Chief Development Officer
Caesars Entertainment, SVP, Hotel Development
CAI Investments, LLC, COO & Managing Director
Canyon Partners Real Estate LLC, Senior Director
Capital Hall Partners, Managing Partner
CarPark Inc., SVP, Business Development
Ceres Enterprises, President
Channel West Group, Managing Partner
Charlestowne Hotels, President & COO
Choice Hotels International, Director, Franchise Sales
Choice Hotels International, VP, Franchise Development
CIM Group, Vice President, Investments
CIM Group, LP, VP, Investments
Clay Cove Capital, LLC, Managing Principal
CleanFund, Managing Director
CleanFund Commercial PACE Capital, Inc., Regional Managing Director
Cleveland Research Company, Senior Research Analyst
CM&D, Inc., President
Colony Capital, SVP – Hospitality Strategy & Investments

Columbus Pacific Properties, Principal
Commonwealth Land Title, V.P. – National Accounts
Croft, Founder & CEO
Crowe LLP, Senior Audit Manager
Crowe LLP, Partner
Cudahy Inn/Jay Sun Hospitality, Owner/GM
Cuhaci & Peterson, Manager of Business Dev.
Cuhaci & Peterson, Principal
Cypress 16 LLC, Managing Partner
DCSG Developments, Principal
Denstone REA, Real Estate, Gaming, Finance and Strategy Consultant
Dhzel Development, Principal
Domio, Director, Real Estate Acquisitions
Done Group, Marketing Coordinator
Dream Hotel Group, Chief Development Officer
Eastdil Secured, Managing Director
Ecore, Director of Sales–Hospitality
Edgewood Realty Partners, LLC, Managing Partner
Ensemble Investments, Associate
Ensemble Investments, SVP – Development
Evergreen Hospitality Construction, President
Evergreen Hospitality Dev. Group LLC, CEO
Evolution Hospitality, EVP of Development
Evolve Controls, Sales Director
Faring, CEO
Fidelity National Title, Vice President
Fidelity National Title, Account Representative
Foresee Consulting, VP Business Development
Foresee Consulting, Founder & CEO
Frost Chaddock Developers, LLC, Vice President, Acquisitions
Frost Chaddock Developers, LLC, Principal

For a full list of Attendees, please visit: www.imn.org/hotelwest

“The evolution from independent to franchised hotels has worked out well for AAHOA Members. Perhaps in 10 years, the relationship between owners and third-party managers will be as common and as successful as their partnership with the franchisors.”

WHAT TO CONSIDER BEFORE HIRING A THIRD-PARTY MANAGEMENT COMPANY

- Relevant market/segment expertise
- Brand recommendations
- Development experience (if you also are planning new hotels)
- Subject-area expertise: Meet their experts in sales and marketing, revenue management, openings, food and beverage, and human capital
- References: Speak with a minimum of two existing owners

Technology is another area in which leading third-party hotel-management firms are investing more than most owners can themselves, both in talent and systems. Management companies have scale to build customized benchmarking and reporting tools to quickly identify variances to budget, enabling faster contingency planning under various revenue scenarios.

Ultimately, leveraging the innumerable data points we as an industry track and analyze leads to better decision-making. Management companies invest in these technologies to deliver more accurate cash-flow forecasting for ownership. Moreover, management companies have dedicated their focus on other areas to enhance operations, like labor productivity, benefits, and other associate retention programs, as well as sustainability initiatives.

In summary, a good management company should bring best-in-class operating solutions and business practices that more than offset their management fees. If the management company is successful, the owner will have made more money and increased long-term asset value, all while working less!

KEEPING FEAR AT BAY

Of course, many owner-operators are rightly concerned about hiring a management company. They fear giving up control

and, in some cases, the management fees they themselves charge to their investors. They are also unsure where to find the right management company and are afraid of making a long-term commitment. These are all legitimate worries.

Many of the same concerns were initially expressed about franchise companies. The facts are clear on how that concern has turned out – just check out the activity around the trade-show booths of major brand companies at the AAHOA Convention. The evolution from independent to franchised hotels has worked out well for AAHOA Members. Perhaps in 10 years, the relationship between owners and third-party managers will be as common and as successful as their partnership with the franchisors.

The question for many AAHOA Members, especially those families transitioning day-to-day business responsibilities to the second and third generations of hoteliers, is whether they have the long-term passion for operating hotels to invest in many of the areas that top hotel managers must to compete in today’s dynamic industry.

Many AAHOA Members have done just that with incredible success, but it’s not for everyone. If you have a passion for building hotels more so than running them, it may be time to consider a third-party operator to give you more time doing what you love, not what you must. ■



Amish Naik is vice president, Development & Owner Relations for PM Hotel Group, a privately held, owner-focused management company that operates a diverse portfolio of market-leading hotels across the U.S. In this role, Amish leads the company's growth strategy, which is focused on both acquisitions and new development projects. With more than 20 years of experience in the industry, Amish has vast expertise in operations, acquisitions/investment analysis, development, franchising, and owner relations.

Prior to joining PM Hotel Group, Amish spent two decades working directly with hotel owners and developers in a variety of roles for the leading hospitality companies, including Marriott, Choice, and Holiday Inn Worldwide/IHG. A native of New Jersey with degrees from both Rutgers College and New York University's Tisch Center for Hospitality, Amish and his family now reside in Maryland. He is an avid traveler and golfer.

MANAGEMENT COMPANIES SPOTLIGHT



BAYWOOD HOTELS

Baywood Hotels is recognized as an innovative development and management company in the hospitality industry with over 100 hotels in its portfolio and 30 more in its development pipeline. Baywood's headquartered in Columbia, MD, with regional offices in New York, Florida, Texas, Colorado and Virginia. Baywood Hotels' focused vision, strong values and aggressive long-range strategy have translated to reputable hotels across the U.S.

Baywood creates value for its investors from product concept through development and ultimately through focused management of its assets.

9130 Guilford Road, Columbia, MD 21046
Ph: (301) 345-8700 • www.baywoodhotels.com



M&R HOTEL MANAGEMENT

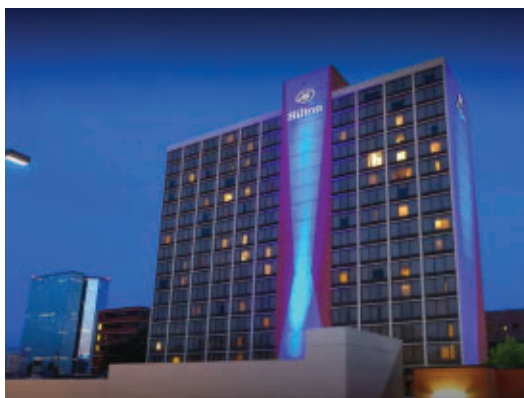
A Proven Manager of Global Hotel Brands

M&R Hotel Management is a top-performing hotel operator with an 18-year record of successful hotel operations that deliver a superior return on investment. The company is headquartered in Great Neck, New York, and maintains offices in Manhattan and Dallas.

With 26 hotels under management and three properties under development, the company's current operations include 16 properties in New York City, nine in Indiana, Missouri and Illinois, and one in Texas.

M&R is certified to manage selected brands of Marriott International, Hilton Worldwide, Hyatt Hotels Corporation, InterContinental Hotels Group, Choice Hotels International, Wyndham Hotels & Resorts, and Best Western Hotels & Resorts.

49 Watermill Lane, Great Neck, NY 11021
Ph: (516) 279-4888 • www.mrhotelgroup.com



PM HOSPITALITY STRATEGIES INCORPORATED

A Top-15 hotel management company, we have participated in the development and acquisition of more than \$2.5 billion in premium-branded and independent hotel properties across the United States. As an operator, we are committed to our core values of respect – for one another, our guests and the planet. We manage with a dedication to sustainability, a tradition of teamwork and a passion for innovation and entrepreneurship. At PM Hotel Group we know that our people are our greatest resource by focusing on our associates and the communities.

2020 K Street, NW, Suite 600, Washington, DC 20006
Ph: (202) 835-1000 • Fax: (202) 835-1036
Email: info@PMHS.com • www.pmhs.com



WATERFORD HOTEL GROUP

Since 1986, Waterford and its affiliates have been involved in developing and operating hotel, gaming and venue properties totaling more than \$3 billion. Waterford Hotel Group is an approved operator for the leading hotel brands and experienced with virtually every type of hotel product, including full service, select service and resort properties, as well as convention centers. The company has owned and/or managed more than 100 properties nationwide, ranging from large multi-use projects to small independent inns. For information, visit waterfordhotelgroup.com.

914 Hartford Turnpike, PO Box 715, Waterford, CT 06385
Ph: (860) 442-4559 • Fax: (860) 437-7752
Email: kcornelio@whghotels.com • www.waterfordhotelgroup.com

MEHUL PATEL KEEPS IT “NEW” AT NEWCRESTIMAGE

AAHOA Past Chairman (2013-14) and
Chairman and CEO of NewcrestImage utilizes
a “building tomorrow today” leadership
style in both business and community

by PETER MATHON

MANY COMPANIES HAVE MISSION STATEMENTS, but Dallas-based NewcrestImage goes a step further – it has a purpose statement: “To genuinely care for people so their lives are enriched.”

That philosophy guides the company not because it is inscribed on wall plaques, but because it is instilled in the mindset and behavior of every employee. Setting the tone and leading by example is Mehul Patel, AAHOA Past Chairman (2013-14), who serves as chairman and CEO of NewcrestImage.

“Our company’s purpose is to positively impact the lives of our guests, our associates, and the communities where we do business,” Mehul explained. “We manage our properties as well as our relationships in a way that allows our guests to build memories, our employees to build a career, and our investment partners to build value.”

The results are dramatic. NewcrestImage operates in 10 states with 28 distinctive owned-and-managed hotels plus another 15 properties under construction or in development. The company’s more-than 1,300 associates served 1.9 million guests in 2018.

While those statistics are impressive, even more important are the values by which Mehul and NewcrestImage are known: bold innovation, versatile intelligence, and industry-leading solutions.

PUTTING WINGS ON DREAMS

Mehul’s perspective on business – and on life – is grounded in his experience as an immigrant.

“I came to the United States at the age of 14 with my parents – Bhikhubhai and Shardaben Patel – along with one brother and five sisters,” said Mehul, who was born and raised

in the Valsad district of Gujarat. “We settled in the Dallas suburb of Garland, Texas, to pursue the American Dream of a better life. I never forget those beginnings,” he said. “It’s why I always try to give wings to the dreams of others, so they can fly like I have been fortunate to do.”

Two years after coming to the U.S. – while still in high school – Mehul bought a bulk mailing company, increased sales five-fold, and sold the company. Those funds enabled Mehul and his brother Sanjay to buy their first hotel. It was the property where his parents worked, a 46-room independent hotel near Love Field Airport.

The brothers rebranded the property and sold it, and then repeated the process of renovation, repositioning, and resale with almost 30 hotels. There were challenges and setbacks, including a major fire at one hotel; hundreds of bank loan rejections; and a time when Sanjay directed operations during the day, while Mehul worked as the hotel security guard in the evening and attended college classes by day.

GROWING THE GARDEN

Imagination and persistence prevailed. In February of 2013, Mehul and Sanjay formed NewcrestImage as a partnership with two other sets of Patel brothers – Chirag and Daxesh, and Yogi and Mital – who had all known each other since high school and who all were involved in various aspects of the hospitality industry. In fact, Yogi and Mital had grown up at a 37-room motel in Longview, Texas purchased in 1977 by their family.

“By joining forces, the six of us were able to offer a much broader range of services under one umbrella,” Mehul said. “The whole was greater than the sum of its parts, and that’s still true at NewcrestImage today. Every associate contributes



“We build our portfolio with bricks, stone, and glass, but we build our company with people – people who have solid skills and sound experience, and who are also unmatched analytical thinkers, problem-solvers, and decision-makers.”

— MEHUL PATEL, AAHOA PAST CHAIRMAN (2013-14),
CHAIRMAN AND CEO OF NEWCREST IMAGE



In March, NewcrestImage executives acquired American Bank as part of an independent business venture. (Pictured L to R: Mital Patel, Mehul Patel, and Chirag Patel)

individually, but our work and our results improve because we work together as a unified team.”

While NewcrestImage is among the country’s largest and fastest-growing hotel management companies, the feeling of a small family business prevails. How? With features such as:

- A flat organizational structure where senior executives are easily accessible and where they can conveniently seek out the opinions of all staff
- General managers at hotels are empowered to operate as if they own the property, while having available to them the depth and resources of a strong centralized organization
- Comprehensive ongoing training for all associates so they understand and perform their responsibilities properly and embrace the attitudes of service excellence in all areas of operation
- Aggressive employee award and incentive programs, which enable NewcrestImage to achieve an associate-retention rate that is among the best in the industry

“We invest heavily to make our properties trendsetters, but we also invest in our people. They are among our most important assets,” Mehul said. “Educating front-line staff is essential to achieving strong guest relations and elevating the perception – and the value – of a hotel.”

Mehul’s commitment to proper hotel management was prominently on display when he and his associates hosted AAHOA’s first “How to Form a Management Company” education workshop at NewcrestImage’s headquarters in 2016.

According to Mehul, “While third-party management is often discussed as handling assets owned by others, it actually has a much broader meaning. It is the concept of properly

handling all your business relationships so you effectively create value and enhance operating efficiency at your property.

“We build our portfolio with bricks, stone, and glass, but we build our company with people – people who have solid skills and sound experience, and who are also unmatched analytical thinkers, problem-solvers, and decision-makers.”

Mehul elaborated further: “I describe it as ‘growing our garden’ because what we do at NewcrestImage is similar to what my family does in our garden at home. First, we carefully select what we want to grow, then we plant, we nourish, we work hard, and eventually we harvest.”

UNLOCKING POTENTIAL

Growth is very much on Mehul’s mind these days. In July, he launched an ambitious nationwide expansion for NewcrestImage that intends to double the company’s assets. As part of this initiative, two veteran lodging and finance executives were recruited whose responsibilities will focus on raising and investing \$250 million in new equity from both institutional and noninstitutional sources for investment in lodging properties.

Emphasizing the importance of these new executives and their role is that they have joined NewcrestImage’s C-suite team, which now consists of eight people (*see photos*).

“Our expansion will come from acquisitions, new construction, and historic conversions, especially of lifestyle properties,” Mehul explained. “We will continue to emphasize innovation, not just by thinking outside the box, but by building a new box, a different box that can set the trend for our industry.”



JANUARY 27-29, 2020

**JW MARRIOTT & MICROSOFT THEATER
LOS ANGELES, CALIFORNIA, USA**

ON THE EDGE
OF OUR SEATS!

www.ALISconference.com

Produced by:



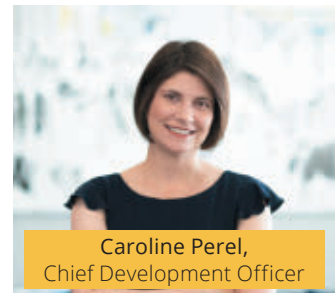
In association with:



Benefiting: American Hotel & Lodging Educational Foundation



David Perel,
Chief Investment Officer



Caroline Perel,
Chief Development Officer

The NewcrestImage C-suite team now consists of eight people.

Examples of this strategy include groundbreaking for two major projects during the first week of September:

A 199-room, 13-floor AC Hotel by Marriott in the heart of downtown at Arizona Center, a million-square-foot mixed use site that features shopping, entertainment, dining, and prime office space; and a four-property “hotel campus” called SilverLake Crossings as part of a 52-acre multi-use community located in Grapevine, Texas, 2 miles from DFW Airport that will include a 152-room Hilton Garden Inn, a 300-room Renaissance Inn, and a 250-room dual-brand hotel featuring a 135-room AC Hotel and a 115-room Element by Westin.

Clearly, Mehul’s style is unlocking the potential of both property and people. For example, when NewcrestImage acquired a portfolio of 25 LaQuinta hotels in 2013 from The Blackstone Group, the properties were promptly lined up for brand conversion with such companies as Days Inn, Super 8, and Motel 6.

The 25 hotels were then sold to people who were anxious to acquire their first hotel property and start their journey toward achieving the American Dream. Mehul made all the transactions happen within 180 days.

Mehul was similarly committed during his term as Chairman of AAHOA to help members “make money, save money, and protect their investment.” In the process, he achieved numerous noteworthy “firsts” for our association, including:

- Membership growth to above 12,500, the highest level ever
- Opening a permanent lobbying office in Washington, D.C.
- Enhancing member support with record amounts invested in staff expansion and in technology infrastructure
- Reaching the highest levels ever in Lifetime Members, Political Action Committee (PAC) contributions, professional education course graduates, and association revenue and profit

“Building tomorrow today” is Mehul’s leadership style, not just at NewcrestImage but also in the community. It’s why in March, he and two fellow NewcrestImage executives – Chirag

Learn How to Form Your Own Hotel Management Company

Are you interested in learning how to form your own management company? The AAHOA HOTEL OWNERS ACADEMY™ routinely hosts the “How to Form a Management Company” two-day intensive workshop at different locations throughout the country.

In fact, one is taking place in Maryland later this month. Visit aahoa.com/managementworkshop to learn more.

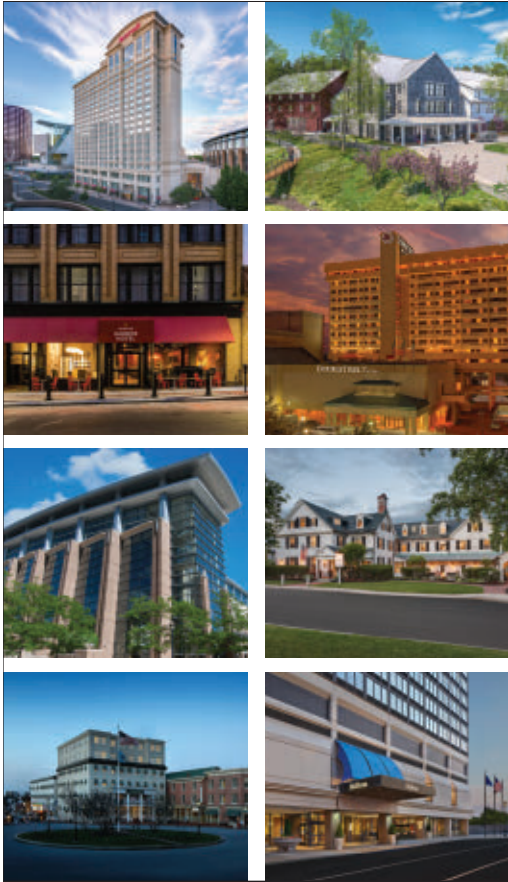
Patel and Mital Patel – acquired American Bank as part of an independent business venture.

“We understand firsthand the challenges and priorities that owners of small and medium-sized businesses have for fast, local bank decisions without bureaucracy,” Mehul said when explaining his plans for the community bank, which is located in North Dallas and has assets of almost \$55 million.

According to Chirag Patel, who serves as the bank’s chairman of the board while also maintaining his responsibilities as chief financial officer of NewcrestImage, “We will maintain the highly personalized service that customers have come to expect from American Bank. In addition, we see a tremendous opportunity to introduce new banking services, such as the sophisticated, forward-looking solutions that young entrepreneurs and startup companies expect.”

Yes, the history of Mehul Patel and NewcrestImage is powerful, but it’s a history that is still being written.

“We are just getting started,” Mehul said. “We don’t know what our ceiling is as a company. We have plenty of potential left. The same is true for every person who is reading this story. You don’t know what your personal or your professional ceiling is. Success is not one specific decision or strategy, it is a process. The sky is your limit, so get going and keep going.” ■



OPERATOR. DEVELOPER. PARTNER. OWNER.

For more than 30 years, Waterford Hotel Group has established itself as a leading company in all levels of the hospitality industry through steady growth and strict adherence to industry fundamentals. We have experience and expertise in every segment of the hospitality industry, including small independent boutique hotels, full service hotels, convention centers, resorts, and gaming facilities.

LET US PUT OUR EXPERIENCE AND EXPERTISE TO WORK FOR YOU.

Gary L. Avigne, VP, Acquisitions and Development
 860.701.9670 · gavigne@waterfordhotelgroup.com
 914 Hartford Turnpike · P.O. Box 715 · Waterford, CT 06385

At Your Service

You take care of your guests' experience—but who takes care of you?

Choose insurance pros with the industry know-how to cater to your business needs.

prosightspecialty.com/solutions/hotels



Policies are underwritten by the insurers of ProSight Specialty Insurance Group, which include NY Marine and General Insurance Co., Gotham Insurance Co., and SW Marine and General Insurance Co. Coverage may not be available in all jurisdictions. Actual coverage is specified in the policies issued. ProSight Specialty Insurance, 412 Mt. Kemble Ave., Morristown, NJ 07960.

To self-manage or hire a third party?

Determining how management structure affects financing options

by RUSHI SHAH



PHOTOBANK GALLERY/SHUTTERSTOCK.COM

A COMMON ATTRIBUTE OF the most successful owners of hotels and other commercial real estate is their entrepreneurial attitude and willingness to put in the required effort to achieve results. Many of our clients started with one motel or a small, independent hotel and then, through hard work, the expertise of trusted advisers, and savvy decision making, grew that single property into an empire, usually graduating to larger assets with better flags in bigger markets.

One strategic and structural factor these success stories have in common is that most of them have isolated their risk and have had more financing opportunities open to them by

separating the hotel's management from the real-estate-investment aspect of the business.

Separating a hotel's management activities doesn't mean owners have to hand them over to a third party. An alternative is to fund a separate management company that is controlled by the same owners as the hotel but is its own entity that charges a fee back to the hotel ownership company. By creating this arm's-length relationship between the real estate company and the operating company, the property-management risk can be better isolated from non-operations risks such as market, credit, interest-rate, and legal risk.

Owners who go this route not only demonstrate an elevated level of sophistication and professionalism, they

also set the stage for growth, as most high-end brands require this separation.

ASSESSING FINANCING OPTIONS

There is a common myth that for a property to qualify for CMBS or other institutional capital, it must be managed by a third party. In reality, as long as an owner of a franchise hotel can demonstrate a history of success, the lender can approve the loan with either a self-managed operator or a management company that is related to the hotel owners in place. For example, we recently closed a deal in Winston-Salem, N.C., for a select-service asset where the client is self-managing. We were able to convince the lender to approve the loan, while still



H A P P Y

Diwali

NAYLOR 
ASSOCIATION SOLUTIONS

AAHOA
ASIAN AMERICAN HOTEL OWNERS ASSOCIATION

“For hotels in secondary or tertiary markets, where owners may have a tougher time convincing an institutional investor to accept the property’s projections, having a third-party management company or owner-affiliated management company instead of an in-house, unstructured owner/operator can be a difference maker.”

allowing the owner to manage the hotel after closing.

It is important to note that bona-fide institutional lenders with strong track records and large balance sheets will always underwrite a management fee of at least 3 percent of the hotel’s gross revenue. This metric is an industry standard and is taken into account regardless of whether the owner actually charges himself a management fee.

When determining loan eligibility and size, it is therefore prudent for owners to

account for this expense, whether they have enlisted a third-party management company or not.

When seeking financing for larger assets that are full service and operationally intensive, however, a separate management company is almost always required.

For owners with extensive real estate portfolios, establishing a separate management company can deliver operational and expense efficiencies that benefit their assets across the

board. In this situation, the principal can charge each of his assets a management fee and then invest in overhead that is spread out pro rata across the multiple assets.

For example, having a controller overseeing bookkeeping and processing lender payments can be beneficial under a management-company infrastructure because of the pooled income stream. A shared general counsel working for the management company can save the cost of one-off attorneys’ fees for small matters. Additional operational efficiencies and cost savings can be achieved with centralized IT software, services, and human-resources functions.

ENABLING GROWTH

Establishing a separate management company is critical for generational business owners looking to expand their portfolios. This is especially true for those who aspire to attract outside capital by forming a real estate investment trust (REIT) or private equity fund where investors are in a limited-partnership general-partnership relationship. The centralized platform afforded by a separate management company facilitates the transparency and control required to attract and manage other people’s money that is not from friends or family.

While setting up this structure may be onerous in the short term, there are long-term payoffs. For example, having it in place helps investors more accurately calculate the returns generated from the real estate, as opposed to commingling income from the real estate and business operations. This exercise allows REIT, equity and/or bond investors to properly

Happy Diwali

May you be blessed with success, prosperity and happiness in the coming year

RED CARPET INN. Scottish INNS Master Hosts INNS DOWNTOWNER INNS Passport Inn. AAHOA SILVER MEMBER

sales@hifranchise.com 800-892-8405

compare a hotel's return to the return of other asset classes such as apartments, office, retail, and self-storage.

For hotels in secondary or tertiary markets, where owners may have a tougher time convincing an institutional investor to accept the property's projections, having a third-party management company or owner-affiliated management company instead of an in-house, unstructured owner/operator can be a difference maker. Consensus on the street is that a better-managed asset with revenue-management, accounting, and performance-measurement systems in place will be more likely to generate optimal outcomes after any major capital-expenditure projects.

Lenders also believe in the mantra, "Let specialists do what they do." According to this philosophy, plumbers will be better at plumbing, electricians will be better at electrical work, and a dedicated hotel management company will be better at managing a hotel. This is especially true for full-service or lifestyle hotels. This strategic delegation also frees up owners to focus on other critical topics, such as optimal capital and legal structure and making better investment decisions.

For SBA loans, however, owners cannot use a third-party management company. While the market recognizes that, for some owners, an SBA loan is the only option, for more sophisticated owners who have grander plans for growth and are ready to recycle some of their own equity through a cash-out, nonrecourse loan or attract outside capital by forming a REIT, having a separate management company is the optimal structure.

And just like enlisting a specialized management company can improve hotel operations, cut costs, and create efficiencies for owners, engaging a financing specialist in the form of an expert intermediary or investment banker can expand financing options, eliminate obstacles, avoid costly mistakes, prevent headaches, and improve outcomes. ■



Rushi Shah is principal and CEO of the commercial mortgage and real estate investment banking firm and AAHOA Club Blue Member Mag Mile Capital. As a leader in hospitality financing, Shah specializes in structuring and placing high-leverage, non-recourse bridge and permanent debt with cash out for full – and limited-service hotels nationwide. Since joining the firm's predecessor, Aries Capital, in 2015, Shah has structured and closed hundreds of millions in financing for all property types. Shah has held previous positions at Northern Trust and has an MBA from the University of Chicago's Booth School of Business.

Introducing IdealLav™

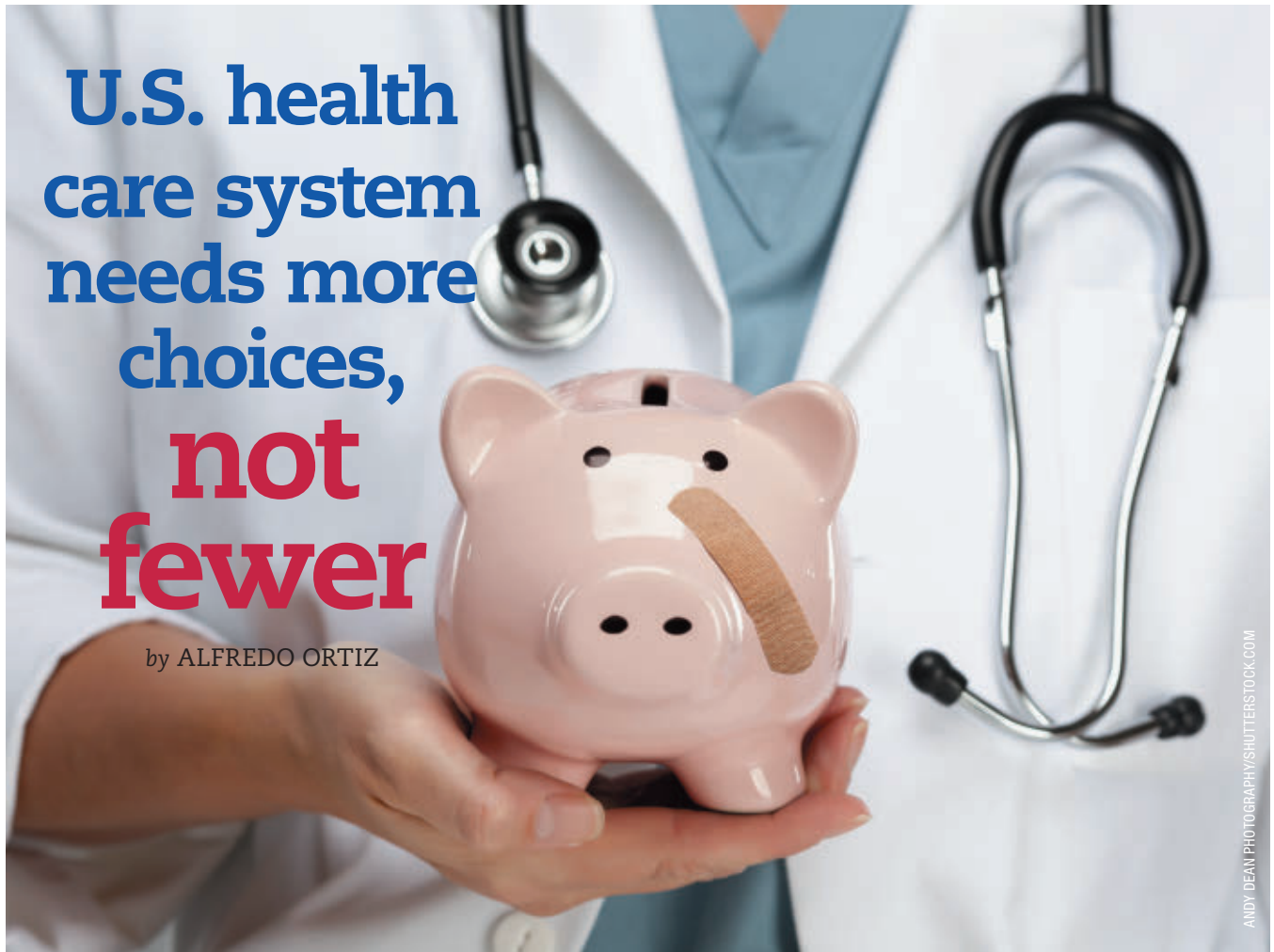
- Only lav drain to include replaceable grid strainer and internal stopper.
- No more clogs! Removable grid strainer keeps jewelry and hair out of drain.
- Internal stopper holds water overnight.
- Also available without internal stopper for public restrooms, etc.
- One-piece tube drops in for easy installation.

WATCO
Useful. Innovation.
816.796.3900 ■ watcomfg.com
Patent www.watcomfg.com/patents

Watco
the bathtub drain
experts!™

U.S. health care system needs more choices, not fewer

by ALFREDO ORTIZ



ANDY DEAN PHOTOGRAPHY/SHUTTERSTOCK.COM

HEALTH CARE REMAINS an obstacle in the U.S. Prices continue to rise, and many Americans are unable to afford the runaway costs. It notably remains a problem for small businesses – including many in hospitality – and their employees who struggle to gain coverage for themselves and their families.

Unsurprisingly, the persistent dilemma has spurred a number of proposals aimed at improving the affordability and access to health care for millions of Americans. But as with many so-called solutions to a wide variety of issues, bad proposals often accompany the good.

Take, for example, the idea of eliminating the private health-insurance industry in exchange for a government-run system. Not only will choice be largely restricted, but that same mechanism will also likely lead to uncontrollable costs that would require higher tax rates.¹

Instead, the answer to our country's health care woes is rooted in more choices, competition, and transparency, not fewer. This is an idea many Americans stand firmly behind.

TRANSPARENCY IS KEY

According to polling from my organization, the Job Creators Network, and ScottRasmussen.com, 86 percent of Americans want medical

costs disclosed up front, increasing transparency and keeping prices at a reasonable level.²

Moreover, only 21 percent of Americans believe the federal government can do a better job of providing health coverage than private companies.² This comes as no surprise considering the negative stigma associated with government-run organizations like the post office or DMV.

The question then becomes, short of major, long-term reform, what incremental improvements can be made in the short term?

Luckily, policies are already being pursued and implemented to address the issue. The expansion of short-term, limited-duration health plans is one

such example. This health-insurance avenue, which can be extended for up to three years, is not subject to all the rules and regulations placed on traditional plans under the Affordable Care Act. Instead, users of short-term plans have access to more options and can customize their coverage to best fit them.

For example, should a young and healthy 20-something just beginning her career be on the hook for fully loaded premium health coverage? Of course not. That flies in the face of common sense. One-size-fits-all policies are seldom the best path forward.

HEALTH CARE REIMBURSEMENT ARRANGEMENTS AND MORE

Short-term plans are not the only alternative for acquiring health coverage. Another option that was recently expanded is a health care reimbursement arrangement (HRA) – an employer-funded account that reimburses employees for qualified medical expenses. This could include paying for traditional health coverage or what otherwise would be considered out-of-pocket expenses. The change allows small businesses that cannot afford to totally cover health-insurance costs for employees to take care of at least some of the financial burden.

It's no wonder that 83 percent of Americans are in favor of the policy expansion.³

These two examples represent only a portion of policy changes that have and could be made to inject more choice and competition into the U.S. health care system. Much more work remains, but it's clear the current administration and supportive policymakers are on the right track.

If AAHOA Members would like to get involved to oppose a one-size-fits-all government-run health care system and help push for free-market alternatives, visit MediScareForAll.com to learn more and sign the petition.

There's no doubt the U.S. health care system requires reform. However, the solution lies in the free market, rather than in the hands of government bureaucrats. ■

Alfredo Ortiz is the president and chief executive of the Job Creators Network.

1. <https://www.dailysignal.com/2019/05/22/medicare-for-all-would-eliminate-americans-choices-in-health-coverage/>
2. <https://polls.jcnf.org/press-release/weekly-pulse-polling-only-21-of-americans-think-the-federal-government-provides-better-service-and-coverage-for-health-care-when-compared-to-private-insurance/>
3. <https://polls.jcnf.org/press-release/vast-majority-of-americans-support-move-to-expand-health-care-options-through-hras/>



Happy Diwali!

Wishing you peace, success, and prosperity

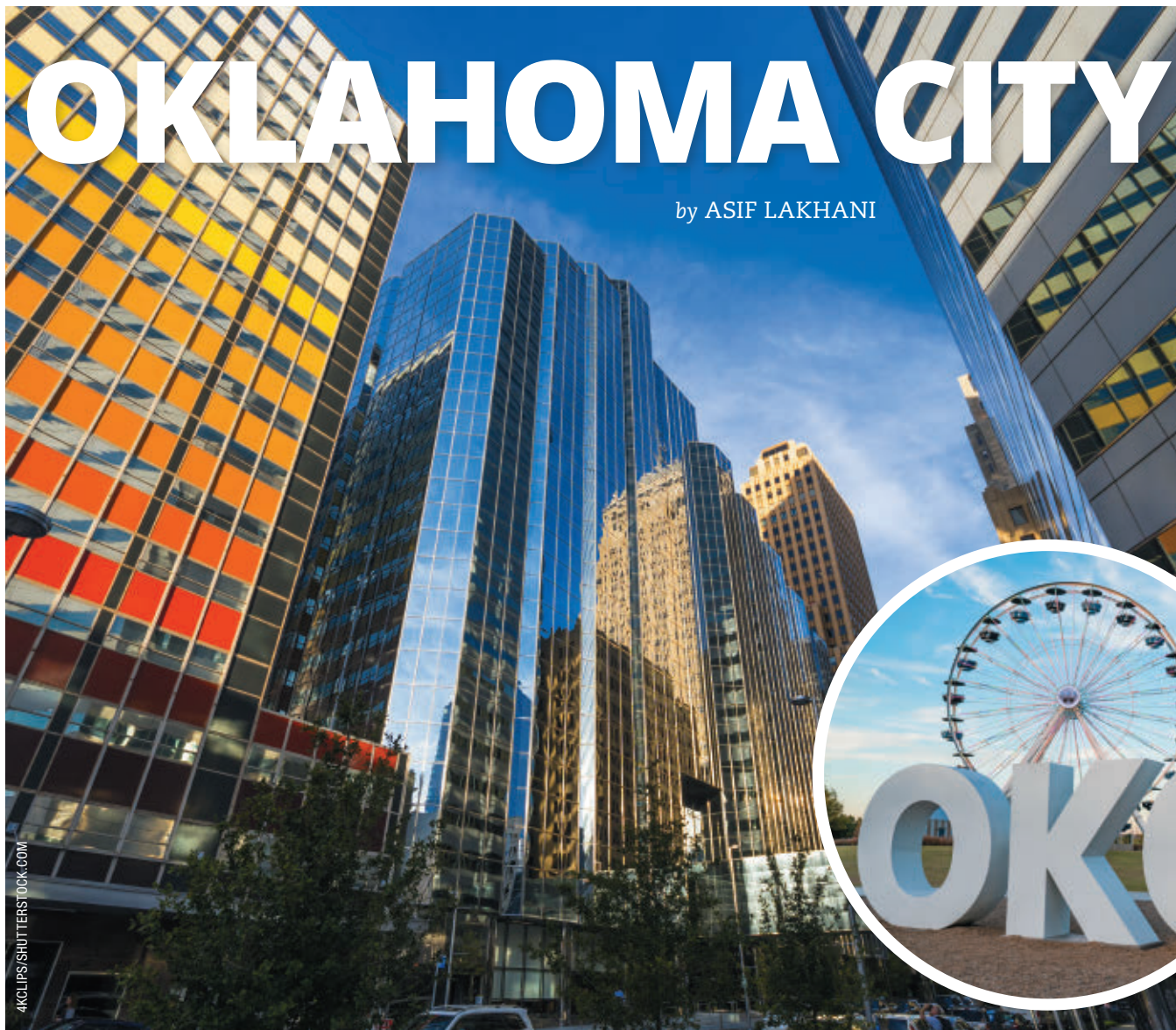
Visit us at the HX Show
Javits Center, New York City
November 10-11
Booth 1156



850-249-2222
bandctech.com
sales@bandctech.com
Commercial Laundry Equipment

OKLAHOMA CITY

by ASIF LAKHANI



4KCLIPS/SHUTTERSTOCK.COM

PAUL BRADY PHOTOGRAPHY/SHUTTERSTOCK.COM

IN 2020, OKLAHOMA CITY WILL officially open the brand-new Oklahoma City Convention & Visitors Bureau in downtown, just steps away from Chesapeake Energy Arena where the NBA's Oklahoma City Thunder play. The new convention center has 200,000 square feet of exhibition space, 45,000 square feet of meeting space, and 30,000 square feet of ball-room space. It cost \$288 million to build and was funded by a limited-term sales

Hospitality is the fastest-growing segment of Oklahoma City's local economy. The Oklahoma Travel Industry Association says that, based on GDP, tourism is the third-largest industry in the state. As a matter of fact, tourism generated **\$1 BILLION** in tax revenue for the state of Oklahoma in 2017, according to OTIA. The Greater Oklahoma City Chamber estimates visitor spending accounts for **\$2 BILLION** of annual spending in the metro area. As of March 2018, Oklahoma City had **MORE THAN 17,000 TOTAL HOTEL ROOMS** in the city and just under 3,000 in downtown specifically, according to Visit OKC. Tourism and hospitality employ more **31,500 PEOPLE** in the state.

tax called the MAPS program, which pays for debt-free development of capital improvements.

LOCAL INVESTMENTS

Next to the new convention center is Scissortail Park, an urban park that sits

on 70 acres of land, which opened at the end of September 2019. Both developments are accessible via the Oklahoma City Streetcar, another project in the MAPS program. The OKC Streetcar runs on a 4.8-mile track that connects Oklahoma City to the Bricktown, Midtown, and Automobile Alley districts. It works in conjunction with the city's EMBARK public transit system.

The streetcar project cost \$135 million to build and has generated \$1.6 billion in public and private investments along its route since it was announced in 2011, according to Visit OKC. Construction was officially completed in 2018. Not only have the streetcars made mobility more accessible for Oklahoma City residents, they also have helped establish approximately 5,700 jobs and seven new hotels with 833 rooms total, according to its website. Individual fares cost \$1, while a day pass costs \$3.

THE HOSPITALITY CONNECTION


In addition to the public-facing endeavors, Oklahoma City is also opening a four-star, full-service Omni hotel in 2020 that will be attached to the new convention center. Omni received an \$85.4-million commitment from Oklahoma City as part of the hotel agreement, according to a press release from Visit OKC. Oklahoma City's 36-percent share of the development cost is competitive compared to deals in similar cities. Oklahoma City has established municipal bonds and a revenue stabilization plan using 10 funding sources to pay off the bonds over 25 years. The hotel will generate four of the revenue sources that will cover more than half of the city's cost, which are hotel and property taxes, sales taxes, hotel occupancy taxes, and a state match on the latter two taxes.

With all the new developments and innovative urban planning, Oklahoma City has become a leading example of the next-generation American city. It is growing at a healthy rate and has a thriving economy and properly placed

resources in position to support its development. With an average of more than 300 days of sunshine a year, Oklahoma City is able to host more than 213 festivals and events and sustainably support more than 100 attractions annually. Tourists and investors alike





have no shortage of ways to spend their time and money in Oklahoma City in the near future, especially with the openings of Scissortail Park and the new Oklahoma City Convention & Visitors Bureau primed to bolster those investments for years to come. ■


Are your unsustainable microfiber sheets wrinkling, shrinking or tearing?



Switch back to American Percale

SAVE MONEY AND YOUR SANITY!

<p>Fast, Customized Linen Production</p> 	<p>Socially & Environmentally Responsible</p> 	<p>Lowest Cost Per Use Linens</p> 	<p>Consistently Bright Whites & Colors</p> 
---	---	--	---



877-474-3300 thomastonmills.com

THOMASTON MILLS

Call or visit us today!

Using design, food and beverage, and self-service technology to improve the guest experience and strengthen **the bottom line**

by BOBBY MARTYNA

INNOVATIVE ARCHITECTURE and design, curated F&B experiences, and self-service kiosks are creating exciting, well-curated, and transformative guest experiences in the lobby. At the same time, handling the additional workload to create and manage the lobby grab-and-go is a challenge for owner/operators and at the front desk.

The traditional lobby retail store – markets, pantries, and gift shops – continues to dominate the landscape at select-service as well as full-service chain hotels. The concept has been a winner when executed well by the hotel associates, but the model is getting tired. The stores are typified by the small, often hidden location, standard “convenience store” design, limited selection

of F&B options, and the requirement for front desk associates to check out all purchases. The reinvigoration of the boutique and lifestyle hotel, preponderance of soft brands, and Airbnb options require today’s hoteliers to break the old mold and innovate.

Importantly, room-service options are being discontinued at a rapid pace due to guest complaints and



difficulties in running a profitable operation. The answer is bringing the day-part model of the grab-and-go into the 24-7 world.

ARCHITECTURE AND DESIGN

It's been fairly straightforward to take a standard brand design for a market or pantry and implement it as specified. But there are many more options that will be brand approved that mirror the location, extend the selling area into the lobby, mirror the destination, and create an overall exciting and memorable guest experience. The A&D model also needs to accommodate the larger format of the unbounded grab-and-go, transcending the store walls and allowing for quick food preparation options. This specialized type of design requires not just an understanding of retail but also food preparation, safety, and delivery.

FOOD AND BEVERAGE INNOVATIONS

Hotel guests have options that include fine dining, the lobby, bar, and nationally branded packaged goods in the lobby retail store. In fewer and fewer full-service hotels and resorts, room service is offered. With the F&B trends moving toward fresh, local, and prepared, the guest is left with a very narrow set of options for quick and fresh options during all day parts. The grab-and-go, which can operate unattended 24-7 during non-core hours, can be a fantastic solution.

GUEST SELF-CHECKOUT

While it's hard to find "long lines at the front desk" as a top-10 complaint cited by frequent travelers, anyone who has had to stand at the hotel front desk check-in line for more than a few minutes would push that complaint very close to the top of the list. A survey by Cornell University

has shown that a five-minute or more wait lowers guest satisfaction by 50 percent, indicating that while guests don't specifically complain about long lines, they are a serious detractor from the guest experience.

Hotel chains and operators have known that these problems can be vexing for guests. When RevPAR is flat or declining, alternatives to loading up the front desk with additional labor hours isn't a viable solution. Additionally, hiring is very difficult in the current environment, hourly rates are rising, and good associates are hard to find.

In response, technology innovations have allowed the guest to bypass the check-in process, saving the guest time and frustration while reducing labor costs for the owner/operator.

Kiosks in the lobby allow guests to check in and check out quickly and easily. Beyond just the check-in process in



which the guest credit card is authorized and keys are issued, many allow guests the option to check in early, change or upgrade the reservation, and select a specific room.

Hotel chain loyalty-program members have been able to use their smartphones to check-in and check out as well

as upgrade, select specific rooms, and book reservations.

Beyond room check-in and check out, handling purchases from the lobby retail stores (markets and pantries) as well as the very popular grab-and-go marketplaces can also add to the front desk associate workload. Line wait times will

increase check-in times substantially when the front desk associate and the PMS and POS systems are tied up. Guests and others trying to make retail purchases may abandon the purchase altogether rather than wait in line.

As a result, enterprising hoteliers are deploying guest self-checkout, point-of-sale tablets, and kiosks from leading companies that can combine innovative design, lever into F&B trends, and deliver a complete solution for the grab-and-go. Enabling guests to quickly and easily complete their own purchases and charge them to a room or to a credit card is a phenomenal way to decrease lines and improve guest satisfaction, not to mention the “cool technology” factor that guests find indicative of a forward-thinking brand and owner/operator.

Self-checkout is popular in other venues and most consumers are increasingly more comfortable checking out their own purchases at locations such as grocery stores and airport gift shops. However, most of those solutions utilize bar code scanning, meaning there is the requirement to “tumble” the item to find the barcode or paste barcode stickers on produce and fresh items.

A visual system that allows guests to tap on images is preferable to scanning and results in a higher transaction speed and less need for front desk assistance to complete the transactions. Hoteliers can deploy one or more kiosks in the lobby retail space or grab-and-go that are visible directly or via cameras for monitoring and assistance.

In summary, the combination of innovative A&D, curated F&B and grab-and-go, and self-checkout technology is transforming the guest experience and improving the profitability profile for owner/operators. ■

Bobby Martyna is co-founder, president, and CEO of Tradavo (www.tradavo.com). Tradavo has been designing, developing, and deploying successful retail solutions for brands, owners, and operators in the lodging industry.



What's Important to You Is Important to Us

Owners and investors count on M&R Hotel Management to deliver a superior return on investment. We do that by drilling down on the basics:



OPERATIONS

- Focus on quality and guest satisfaction
- Rapid response and problem mitigation
- Accomplished property management teams
- 24/7/365 corporate support



SALES & MARKETING

- Specialized account management
- Group room inventory controls
- Property pre-sell services
- Performance monitoring and reporting



REVENUE MANAGEMENT

- Property-specific revenue maximization strategies
- Real-time market monitoring and adjustments
- Competitive intelligence analysis
- Brand optimization



ACCOUNTING

- Profit-and-loss reporting
- Fixed-asset recording and maintenance
- Cash reporting and analysis
- Operating variance analysis



HUMAN RESOURCES

- Careful recruitment and in-depth training
- Promoting from within
- Leadership development
- Regulatory compliance

Isn't it time we talked? We'll prepare a management agreement to fit your specific needs.

M&R HOTEL MANAGEMENT
49 Waterville Lane
Great Neck NY 11021
Tel: 516-279-4888 | Fax: 516-466-2791

MANHATTAN OFFICES:
237 W. 35th St #802
New York, NY 10001
Tel: 646-847-2294

www.mrhotelmanagement.net
Email: info@mrhotelmanagement.net

Reimagining The Guest Experience.



Enhanced by a new partnership with AAHOA, the HX 2019 conference and expo offers unparalleled opportunities to experience today's must-have hospitality innovations and network with industry influencers in the ultimate hub for hotel development: New York.

- **35+** educational sessions offer insights on how to navigate the evolving hospitality landscape, from third-party delivery services and cybersecurity risks to VR technology.
- **40,000** square feet of exhibit space showcasing **225+** of the industry's leading brands.
- **5,000+** hospitality professionals doing business in one place.

HX is where trends, tech and ops seamlessly merge.

NOVEMBER 10-11, 2019 | NEW YORK CITY
JACOB K. JAVITS CONVENTION CENTER

REGISTER TODAY AT:

thehotalexperience.com/aahoa19

AAHOA MEMBERS:

Use the promo code AAHOA19 to receive a complimentary expo pass or \$50 off the two-day conference.



POWERED BY 

PRESENTED &
PRODUCED BY:



CO-LOCATED
WITH:



AAHOA CLUB BLUE, PLATINUM & SILVER MEMBERS

The following companies provide generous ongoing support to AAHOA and its members. A heartfelt and sincere thank you is extended to every one of our vendor partners for their contributions to AAHOA and the industry at large. When searching for a provider, consider doing business with the following members.

AAHOA CLUB BLUE MEMBERS



ADP, Inc.
Thomas Bell: (973) 510-0196



AutoClerk, Inc.
Mohammed Hansia: (925) 284-1005



Avendra
Mara Radis: (301) 825-0311



Chase
Faheem Khan: (800) 727-1872



Dell
Mobolaji Sokunbi: (800) 624-6145



Ecolab, Inc.
Michael Pfister: (317) 250-5189



Home Box Office
Brian Venable: (404) 239-6695



Live Oak Bank
Jamie Bourgeois: (910) 375-5925



Lowe's ProServices
Anthony Ruiz: (704) 589-6939



Mag Mile Capital
Rushi Shah: (312) 640-7430



United Health Group
Kimberlee VanderVoorn: (800) 328-5979



Zonetail
Mark Holmes: (416) 583-3773 x228

AAHOA PLATINUM MEMBERS



Amana PTAC
Byron Cortez: (800) 647-2982



Best Western Hotels & Resorts
Michelle Zajac: (800) 847-2429



Choice Hotels International
Tim Shuy: (301) 592-5000



Diversey
Deniz Alpaslan: (980) 221-3235



Extended Stay America
Linda Trexler: (980) 345-1600



G6 Hospitality Franchising, LLC
Mike McGeehan: (972) 360-9000



GE Appliances
Amy Kaiser: (502) 452-3073



Guest Supply - A Sysco Company
Justin Haggart: (732) 868-2331



Hilton
Bill Fortier: (703) 883-1000



Hospitality International, Inc.
Jim Bloodworth: (770) 270-1180



Hyatt Hotels Corporation
Mary Schattenberg: (480) 308-2935



InterContinental Hotels Group
Karen Rogow: (770) 604-5379



Marriott International
Christie Patterson: (301) 380-3200



Northeast Bank
Fred Schwartz: (404) 307-4198



Onity, Inc.
Mark Lewitt: (800) 248-6189



Radisson Hotel Group
Terry Sanders: (800) 336-3301



Red Roof Inn
Phil Hugh: (888) 473-8861



RLH Corporation
Paul Sacco: (509) 777-6468



Travel Media Group
Dana Singer: (407) 673-6123



TV Asia
Pradeep Hegde: (732) 650-1100 x26



Wyndham Hotels & Resorts
Kevin Brickner: (973) 753-7158

AAHOA SILVER MEMBERS



Access Point Financial
Rhonda Loerzel: (404) 382-9592



AccuLock, Inc.
Dan Brown: (866) 222-8562



Alvi Satellites
Prashant Ajmera: (678) 466-7868



Amato Insurance Agency
Joe Amato, Jr.: (732) 530-6740 x412



American Express
Merchant Services: (800) 528-5200



American Hotel Register Company
Nancy Mikels: (847) 743-1258



AO Smith
Chris Murphy: (800) 447-1953



Coast to Coast Computer Products, Inc.
Kyle Kurtz: (800) 231-4553



CrediVia
Trusha Patel: (833) 777-2733



Curve Hospitality
Sargent Khan: (713) 819-7296



Dickson Furniture Manufacturers
Paul Mougel: (713) 747-0341



DIRECTV, Inc.
Jeff Fox: (310) 560-0323



DISH Business
Tyler Floyd: (303) 723-1854



Ferguson
Brian Winterble: (954) 597-3163



Foliot Furniture
Mahesh Parekh: (702) 278-7380



Fresh Air
Matt Hanson: (603) 643-7181



Friedrich Air Conditioning Company
Dave McDonald: (210) 546-0500



Frontline Performance Group (FPG)
Nichole Campbell: (407) 592-2626



Gillis Consulting and Training
Tammy Gillis: (800) 296-2962



HD Supply Facilities Maintenance
Stratton Michaels: (800) 431-3000



Hodges Ward Elliott
Clint W. Hodges: (404) 233-6000



The Home Depot Pro
Susan Wright: (866) 412-6726 x105540



Hospitality1
Dhar Patel: (714) 473-9813



Hospitality Designs
Ruben Cohen: (877) 468-3588



Hotel Brokers, Inc.
Subhash Naik: (661) 808-4998



INFINITI HR
Daniel Mormino: (623) 455-6234



Interline Brands, Inc.
Alexa Quaritius: (904) 421-1400



Lodging Concepts
Jinesh Naran: (714) 694-5980



Magnuson Hotels/
The Magnuson Hotels Company
Thomas Magnuson: (509) 747-8713



Marcus & Millichap
Alexis Hummel: (630) 570-2225



Margaritaville
Rick Cunningham: (470) 698-2273



Mass Mutual
Ana Lucia Divins: (980) 293-8124



Matrix Telecom
Ashu Upa: (800) 283-0539



Meridian One
Yancey Burgess: (703) 461-5200



My Place Hotels of America
Terry Kline: (605) 229-8684



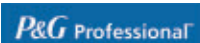
Nimble Accounting
Rahul Kumar: (576) 870-9131



O'Connor & Associates
Andrew Choy: (713) 375-4224



OYO Rooms & Technology, LLC
Marcus Higgins: 91 (700) 363-7401



P&G Professional
Maria Early: (904) 591-8644



PMC Commercial Trust
Kristi Lewis-Hodge: (972) 349-3200



Prem Sales
Deepak Panchmia: (806) 745-6651



Primrose Schools
Blair Burdette: (404) 423-4247



Rheem Water Heating
Dave Hanley: (817) 680-4117



Rinnai
Dipesh Parekh: (800) 621-9419



Shaw Hospitality
Robert Stuckey: (888) 448-7878



Showtime Networks, Inc.
Doug Markott: (770) 698-6937



Simmons Hospitality Bedding
Andrea Hochworter: (770) 353-0122



Sonu Satellite
Neil Doshi: (877) 999-7668



Spectrum Enterprise Solutions
David A. Fitts: (212) 379-5826



SurferQuest
Kathryn Konig: (814) 342-3120



Tara Energy
Ashar Jafri: (713) 890-2222



Ten-X
Anthony Falor: (973) 727-0314



Tyson Food Services
Dennis Bell: (513) 284-0485



Universal Financial Consultants
Vincent Munno: (727) 669-0109



USA Digital, Inc.
Aaron Gomez: (909) 200-5445



Vertically Integrated Projects
Trela Hendrix: (303) 552-8814

AAHOA

around the nation



1. AAHOA Interim President & CEO Rachel Humphrey joined AHLA President & CEO Chip Rogers and U.S. Travel Association President & CEO Roger Dow to advocate for the reauthorization of Brand USA on Capitol Hill.
2. South Pacific Regional Director Mike Riverside and the Regional Ambassadors hosted a well-attended Town Hall in Corona, CA.
3. Chairwoman Jagruti Panwala and Secretary Nishant (Neal) Patel joined Regional Director Chetan (Chet) Patel in Columbia for the SC Regional Conference & Trade Show, where John Durst of the SC Restaurant & Lodging Association was a guest speaker.
4. Upper Midwest Regional Director Kalpesh Joshi and the Regional Ambassadors hosted their Regional Conference & Trade Show in Minneapolis, MN.



5. Northeast Regional Director Jayesh R. Patel hosted his first Regional Conference & Trade Show of 2019, in Boston.
6. Chairwoman Jagruti Panwala stressed the importance of unity among associations and the need for greater diversity at all levels of the industry at the NABHOOD conference in Miami. Treasurer Vinay Patel participated in two panels at the event.
7. Treasurer Vinay Patel gave remarks at the Latino Hotel Association conference in Miami.
8. AAHOA Member Aakash M. Patel spoke to the *Tampa Bay Times* about the progress of the Hillsborough County Early Learning Coalition, where he serves as chairman of the board.
9. North Carolina Regional Director Akshat Patel and the Regional Ambassadors hosted their first Regional Conference & Trade Show, in Raleigh.





10



11



12



14



13



15

10. North Texas Regional Director Mayur Patel and the Regional Ambassadors hosted an informative Regional Conference & Trade Show in Irving.
11. Georgia Regional Director Kapil Patel and the Georgia Ambassadors' Regional Conference & Trade Show had a focus on human trafficking awareness training and prevention.
12. Ten lucky raffle ticket holders at the NC Regional Conference & Trade Show won the chance to watch the final day of the Wyndham Championship in Wyndham's luxury hospitality suite on the 18th green of the Sedgfield Country Club in Greensboro.
13. AAHOA Club Blue Member and longtime partner Ecolab hosted a reception for the AAHOA Board at its headquarters in Minneapolis.
14. Chairwoman Jagruti Panwala, Treasurer Vinay Patel, Secretary Nishant (Neal) Patel, and Interim President & CEO Rachel Humphrey were on hand as AAHOA thanked its vendor partners with a Vendor Appreciation Day at Mercedes Benz Stadium in Atlanta.
15. AAHOA Gulf Regional Director Nimesh Zaver and Director at Large Prashant Patel hosted a Town Hall Tour through Louisiana, where more than 200 attendees participated in the BEST Inhospitality to Human Trafficking Training sponsored by AAHOA.



PREFERRED VALUE MANUFACTURER OF HOSPITALITY FLOORING FOR OVER **35 YEARS**

FREE SAMPLES: CALL US AT 1-800-225-2948 OR AT OUR WEBSITE: WWW.KINSLEYCARPETS.COM

- 100% WATERPROOF -
LUXURY VINYL PLANK



- HIGH VALUE -
GUEST ROOM CARPET



KINSLEY CARPET MILLS UNDERSTANDS THE IMPORTANCE OF AFFORDABLE AND RELIABLE FLOORING.

JOIN THE *750+ HOTELS* THAT HAVE UPGRADED THEIR FLOORING WITH KINSLEY CARPET MILLS IN 2018.

AAHDA MEMBERS RECEIVE AN EXCLUSIVE DISCOUNT!



TIME TO REPLACE? VISIT US AT WWW.KINSLEYCARPETS.COM OR CALL 1-800-225-2948.



Ponce D. Moody Funding

Alternative Financing Solutions For Commercial Real Estate

"IF THE BANK SAYS "NO," GIVE ME A CALL"

OUR FUNDING ABILITY:

New Projects Worldwide: Up to 5 Billion Dollars - 20% Down Payment Required

100% Financing Worldwide: 50% Equity Stake & 50% Letter of Credit

Bridge Loans: Up to 250 Million - North America & The Caribbean

- ✦ Asset Based Loans
- ✦ Large Alternative Energy Projects
- ✦ Large Construction Projects
- ✦ Large Real Estate Development Projects
- ✦ Corporate Expansion Loans
- ✦ Equipment Finance & Leasing

SBA Financing: Up to \$10 Million – Up to \$10 Million – Property must be Owner Occupied (51% Minimum)

Creative Non Debt Funding: You can access Pre-Tax Funds (i.e. 401K, IRA, SEP, 403b, 457, TSP) – Penalty Free and without taking a Taxable Distribution – This can then be used as your Non Borrowed Cash Injection for a Loan – This is for ANY Type of For Profit Business!!!!

Accounts Receivable Leveraging: Leverage your Accounts Receivable and let us WAIT the 30 to 90 DAYS for PAYMENT.

Merchant Credit Card Processing: We are confident that we can offer a Better Program than your Current Processor. In order to give you a "QUOTE," we will need your Most Recent Month's Merchant Statement.



Ponce D. Moody
Cell: 919.771.3230

Email: ponceloans@poncemoody.com

Website: www.pdmfunding.net

THE TEACHING OF BUDDHA

*Always free of
all charges for you
and your hotel rooms.*

BDK America

**Call, text or email today.
619-248-3749**

ttob@bdkamerica.org



DECORATIVE CEILING TILES
from plain to beautiful in hours



DecorativeCeilingTiles.net
1-866-297-0380

Photo Credit Pipa Bradbury Design & Savaza Photo

FIRST CHOICE LVP FLOORING

Advantages of LVP Flooring over Carpet:



LVP Flooring is 100% water proof. LVP Flooring is cigarette burn resistant. LVP Flooring will NOT mold, mildew, absorb stains or retain offensive odors!

Introducing 7.5 mm SPC with attached pad

- 2 mm glue down, 12 mil wear layer
- 2.5 mm, 20 mil wear layer
- 4.5 mm, 20 mil wear layer
- 5 mm loose lay, 20 mil wear layer
- 5 mm glue down, 20 mil wear layer
- 7.5 mm SPC, 20 mil wear layer, attached pad

Featuring our very own patented Gator Grip anti slip

Floor Score CERTIFIED

Save thousands on your renovation projects, buy straight from the manufacturing First Choice, the most recognize and preferred name in the hospitality industry.

CALL NOW for Samples & Prices

706-695-1504 | 706-271-8023

www.firstchoicelvp.com • firstchoicelvp@gmail.com

7-YEAR WARRANTY



FROM **Hotel Safes \$95**

Our Safes Are In Every Major Hotel Brand In The U.S.A.

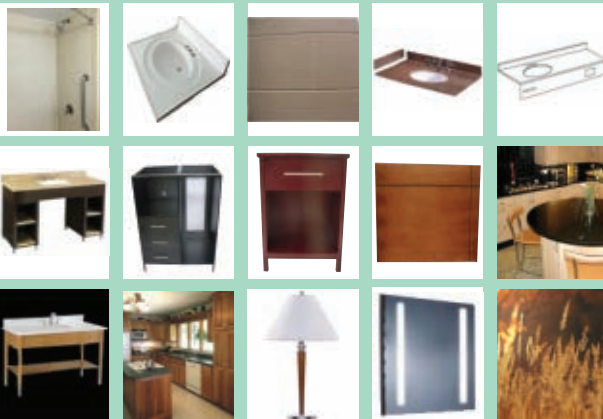
Custom Colors Available



GLOBALSAFE

1-800-545-4947
www.hotelsafes.com

20TH YEAR ANNIVERSARY



Granite & Cabinet LLC

Hotel Furniture

Guestroom Furniture and FF&E

Granite & Quartz

Vanity and Kitchen Top and Cabinet

Lamp, Mirror & Artwork

Ph: 706.226.8888

Fax: 706.226.3488

www.granitecabinetllc.com

estimating@granitecabinetllc.com



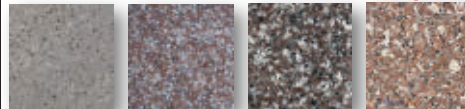
Granite, Marble & Etc, Inc. *Luxury at Best Price*

6401 Long Point,
Bldg 600 & 104
Houston, TX 77055
Tel: (713) 812-8600
Cell: (713) 998-1034

TUB SUROUNDS ALSO AVAILABLE STARTING AT \$180



ALL GRANITE VANITY SETS Now \$99



Now Available: WHITE REFLECTIONS QUARTZ TUB SURROUND & VANITY SETS



713-812-8600

72" x 30" SHOWER SET \$295
62" x 22" VANITY SET \$175

*CUSTOM ORDERS AVAILABLE PER REQUEST.

GRANITEMARBLEETC.COM



**5 Years
Warranty**

**Easy
Financing**

5000+ HOTELS-MOTELS WORLD-WIDE TRUST
MATRIX COMMUNICATION & SECURITY
SOLUTIONS FOR EFFICIENT FUNCTIONING

- Hospitality IP Phone System
- Time-Attendance and Access Control
- HD IP Security-Camera System





Call: 1-(800)-283-0539
Fax: (888) 717-7472
sales@matrixhotelpbx.com
www.matrixhotelpbx.com

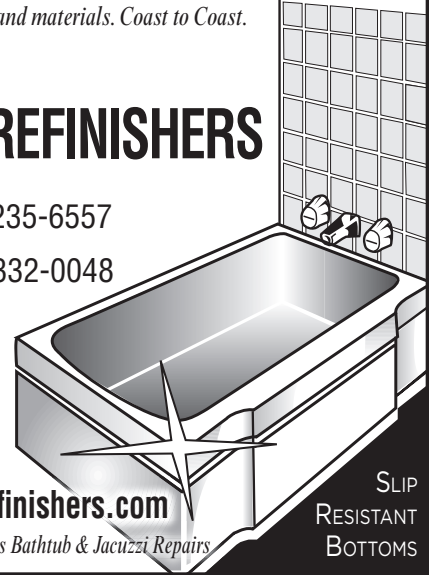
BATHTUBS REGLAZED

Don't Let Amateurs and "Fly-By-Nights" Ruin Your Bathtubs!

Unique Refinishers is the nation's oldest and largest bathtub repair, reglazing and restoration company. You can be assured of the highest quality workmanship and materials. Coast to Coast.

UNIQUE REFINISHERS

Detroit 1-800-235-6557
 Atlanta 1-800-332-0048



www.uniquerefinishers.com

We specialize in fiberglass Bathtub & Jacuzzi Repairs

SLIP
RESISTANT
BOTTOMS

ORDER NOW

In Stock Ready To Ship





INTEGRITY

QUALITY

VALUE

SERVICE

- Granite
- Quartz Vanities
- Tub Surrounds
- Shower
- Walls
- Shower Pans

- Shower Doors
- LED
- Mirrors
- LVP Flooring
- Porcelain Tiles

Brands Approved
 Better Business Bureau Gold Star Member



Serving AAHOA and Hotel Owners Since 2003

STEVEN LEE **832 368 5673** | NSGHospitality.net

HOSPITALITY LAW FIRM

RICHARD M. SALTZMAN, ESQ.

Former Fortune 500 Hotel Attorneys ♦ Senior Franchise Executive

Liquidated Damage Settlements
 Dispute Resolution
 Franchise Agreement Negotiations
 Acquisitions and Sales
 Development

GIAMBRONE & SALTZMAN, LLC
 ATTORNEYS

862-210-8137 ♦ rs@giambronesaltzman.com ♦ www.giambronesaltzman.com

COMMERCIAL REAL ESTATE FINANCING SOLUTIONS



BarotCapital
INVESTMENT BANKING

LOAN TYPES

- CMBS · Bridge/Mezzanine
- EB5 · SBA 7(a), 504 and USDA
- Conventional

ACQUISITION, REFINANCE & CONSTRUCTION

- Hotel · Multifamily & Healthcare
- Retail · Apartments · Self Storage
- Office Building

barotcapital.com · barotrealstatecapital.com · 423.498.2500

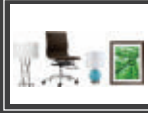
Best Hotel Products™

Best PTAC & TTW Pricing

Furniture from \$620/room!

Hotel Accessories

Franchise Mattresses



Save on franchise approved products!

Everything you need for your hotel...nationwide!

847.440.5562 | www.aahoa.besthotelproducts.com

VANITIES INTERNATIONAL
GLOBAL LEADER IN HOSPITALITY PRODUCTS

SINCE 1999

VanitiesInternational.com
888-457-7465

VANITY TOPS | VANITY BASES | SHOWER SURROUNDS

DO IT ONCE, DO IT RIGHT!



24 YEARS OF EXPERIENCE & PROUD MEMBER OF THE B.B.B.

Refinish your bathtubs!

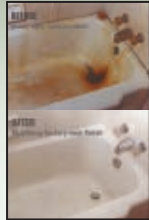
Volume pricing starting at "\$99" includes a non-resistant bottom!

REFINISHING OF:

FIBERGLASS TUB & SHOWER ENCLOSURES, TUB & TILE, CULTURED MARBLE SINKS & VANITY TOPS

888.707.9297

artisticbathrefinishings.com



FRANCHISE LITIGATION



Legal assistance in reviewing/ negotiating franchise agreements and liquidated damages settlements.



Mahesh I. Patel
Patel & Associates, Attorneys at Law
Phone: 972-643-1813
Fax: 972-231-0104
Email: mpatel@patellaw.net

WE WANT TO KNOW WHAT YOU THINK!

If you're reading this, we value your opinion. Tell us what you think about our communications program for a chance to win one of six \$50 Visa gift cards.

Visit bit.ly/AAHOA2020 to participate today!



NAYLOR ASSOCIATION SOLUTIONS

AAHOA ASIAN AMERICAN HOTEL OWNERS ASSOCIATION

THANK YOU TO OUR ADVERTISERS

for their ongoing support of *Today's Hotelier* magazine and AAHOA.

Access Point Financial Inc.3 www.accesspointfinancial.com	Global Safe Corporation71 www.hotelsafes.com
Allbridge23 www.allbridge.com	Goodman Global, Inc.4 www.amana-ptac.com
Alliance Laundry Systems-UniMac38 www.unimac.com	Granite & Cabinet LLC71 www.granitecabinetllc.com
Alvi Satellites13 www.alvidirect.com	Granite Marble & Etc Inc71 www.granitemarbleetc.com
Artistic Bath Refinishing73 www.artisticbathrefinishings.com	Hospitality Designs37 www.hospitalitydesigns.com
Autrey Furniture39 www.autreyfurnituremfg.com	Hospitality International, Inc54 www.hifranchise.com
B&C Technologies57 www.bandctech.com	Hotel Vanities International73 www.vanitiesinternational.com
Barot Capital, LLC72 www.barotcapital.com	HotelSigns.com an Intersign Company32-33 www.hotelsigns.com
Baywood Hotels37, 45 www.baywoodhotels.com	Kinsley Carpet Mills69 www.kinsleycarpets.com
BDK America70 www.bdkamerica.org	Live Oak Bank39 www.liveoakbank.com
Best Hotel Products, Inc73 www.aahoa.besthotelproducts.com	M&R Hotel Management45, 62 www.mrhotelmanagement.net
BMC Cabinetry Inc74 www.bmccabinetry.com	Mag Mile Capital22 www.magmilecapital.com
Carrier Enterprise Inside Back Cover www.gree-etac.com	Matrix Telecom72 www.matrixhotelpbx.com
Chase Merchant Services6 pages.paymentsolutions.chase.com	Motel 617 www.g6hospitality.com
Choice Hotels Inside Front Cover www.choicehotelsdevelopment.com	Natural Stone Gallery72 www.nsghospitality.net
Decorative Ceiling Tiles, Inc70 www.DecorativeCeilingTiles.net	Patel & Associates73 www.patellaw.net
DISH - EVOLVE Inside Front Cover Gatefold www.dish.com	Pellerin Milnor Corp27 www.milnor.com
Embassy Carpets11 www.embassycarpets.com	PM Hospitality Strategies Incorporated29, 45 www.pmhospitalitygroup.com
First Choice Luxury Vinyl Plank71 www.firstchoicelvp.com	Ponce D. Moody Funding, LLC70 www.pdmfunding.net
Friedrich Air Conditioning15 www.friedrich.com	Primrose School Franchising Company21 PrimroseFranchising.com
Giambrone & Saltzman, LLC72 www.giambronesaltzman.com	ProSight Specialty Insurance51 www.prosightspecialty.com

BMC Cabinetry Inc

We treat our customers the way we want to be treated.

Specializing in Providing Kitchen Cabinets, Vanities and Stone Countertops to Hospitality Industries.

Cell: 737-212-2767 (Shirley Choy) Email: bmccabinetry@gmail.com
Office: 713-380-2921 www.bmccabinetry.com

Address: 1450 Brittmooore Rd., Houston, TX 77043



Radisson Hotels9 www.radissonhotelgroup.com	Red Roof Inn5 www.redrooffranchising.com
Thomaston Mills59 www.thomastonmills.com	Unique Refinishers72 www.uniquerefinishers.com
Watco Manufacturing Company55 www.watcomfg.com	Waterford Hotel Group45, 51 www.waterfordhotelgroup.com
Wyndham Hotels and Resorts Outside Back Cover www.wyndhamglobalconference.com	

Happy
DIWALI
and a
Prosperous New Year!



— From your friends at —
CARRIER ENTERPRISE



“The lamps are different
but the light is the same”

-Rumi



WYNDHAM

HOTELS & RESORTS

On this auspicious festival of lights, let us appreciate the values that unite us and light up the world with the goodness in our hearts. **Happy Diwali!**