



CMF Doors Hotel Buyer Personas

5 Key B2B Decision-Makers Who Control Hotel Door
Procurement

PERSONAS

5

Buyer Profiles

VERTICAL

Doors & Hardware

Product Category

FOCUS

B2B

Hotel Procurement

Prepared for: CMF Doors, St. Catharines, Ontario, Canada

Date: March 2026

Vertical: Commercial Doors & Hardware — Fire Rated, Automatic, Electronic Entry, Custom Metal & Wood

Target Buyers: Hotel facilities directors, renovation project managers, interior designers, procurement directors, hotel owners

INNLEAD.AI

B2B HOTEL SUPPLY INTELLIGENCE PLATFORM



"Compliance Carl" — Director of Facilities

Property-Level Decision Maker — Controls Door Replacement & Maintenance

PRIMARY TARGET

AGE RANGE

40 – 58

TITLE

Dir. Facilities / Eng.

COMPANY TYPE

Full-Service Hotel

BUDGET AUTHORITY

\$100K – \$750K

DECISION CYCLE

2 – 6 months

ANNUAL DOOR & HARDWARE BUDGET

\$100K – \$750K

INFLUENCE LEVEL

Spec Writer + Approver

★ GOALS & MOTIVATIONS

- Pass fire door inspections without remediation orders (NFPA 80 compliance)
- Extend door lifecycle to 15–20 years through proper specification and maintenance
- Reduce emergency repair callouts with proactive maintenance contracts
- Ensure ADA compliance on all guest-facing entries (32" clear opening, max 5 lbf)
- Standardize hardware across the property to simplify master key management

⚠ PAIN POINTS

- Vendors who supply doors but cannot install or maintain them — requires 3 contractors
- Fire-rated door assemblies that fail inspection due to incorrect hardware pairings
- Long lead times on custom metal frames disrupting renovation schedules
- Automatic door breakdowns during peak guest traffic periods
- No single vendor who understands both the door and the electronic access control

🔍 BUYING TRIGGERS

- Failed fire door inspection requiring immediate remediation
- PIP (Property Improvement Plan) mandated by brand or ownership group
- Automatic door breakdown at main entrance during peak season
- Insurance audit flagging non-compliant corridor fire separations
- End-of-life replacement cycle (steel doors: 15–20 years, wood: 5–10 years)

📞 PREFERRED CHANNELS

- **Direct on-site visit:** Wants to walk the property with the vendor
- **Technical spec sheets:** UL listings, fire ratings, acoustic STC data
- **DHI/AAADM events:** Industry certification conferences
- **Referral from other facilities directors:** Peer trust is paramount
- **Emergency service number:** Available for after-hours door failures

📌 HOW CMF DOORS SHOULD SELL TO THIS PERSONA

- **Lead with AHC credential:** Norm's certification instantly establishes trust with facilities professionals
- **Offer a free fire door audit:** Walk the property, identify non-compliant assemblies, provide a remediation report
- **Emphasize single-source accountability:** "One vendor for spec, supply, install, locksmith, and AAADM inspection"
- **Show in-house metal shop capability:** Custom frames fabricated locally = faster lead times than national suppliers
- **Propose a maintenance contract:** Annual inspections + priority emergency service for automatic doors
- **Provide code reference documentation:** NFPA 80, IBC 716, ADA clearances — pre-built for their files



"Timeline Tina" — Renovation Project Manager

Construction Coordinator — Manages Door Procurement on New Builds & Renovations

HIGH VOLUME

AGE RANGE
32 – 50

TITLE
PM / Owner's Rep

COMPANY TYPE
GC / Management Co.

BUDGET AUTHORITY
\$150K – \$1.5M

DECISION CYCLE
4 – 16 weeks



★ GOALS & MOTIVATIONS

- Hit renovation milestones on schedule — door delivery is critical path
- Get accurate, complete bids that don't change after contract award
- Single vendor who can handle door, frame, hardware, and installation
- Minimize punch-list items related to door alignment and hardware function
- Meet brand standards for fire rating, acoustic STC, and finish specifications

⚠ PAIN POINTS

- Door packages arriving incomplete — missing frames, wrong hardware, no closers
- Manufacturers with 12–16 week lead times blowing project schedules
- Change orders from incorrect field measurements or spec misunderstandings
- Coordinating 3 separate trades: door supplier, hardware supplier, installer
- Fire marshal rejecting assemblies during final inspection due to hardware mismatch

🔍 BUYING TRIGGERS

- New hotel construction project in the Niagara region
- Brand conversion requiring all doors and hardware to meet new standards
- PIP renovation with 300–500 doors per 100-room property
- Previous door vendor failed to deliver on time, project needs rescue
- Extended-stay or casino resort expansion (40% of current pipeline)

📞 PREFERRED CHANNELS

- **RFP / bid process:** Formal competitive bidding, min. 3 quotes
- **GC referral network:** Trusted by the general contractor they work with
- **Site meetings:** Pre-construction walk-through with door consultant
- **Construction platforms:** PlanHub, BidCentral, MERX for Ontario tenders
- **DHI conNextions:** Door and hardware industry trade show

📌 HOW CMF DOORS SHOULD SELL TO THIS PERSONA

- **Guarantee delivery timelines:** Leverage in-house metal shop for faster frame production vs. national manufacturers
- **Provide complete door schedules:** AHC-written spec including door, frame, hardware, closer, threshold as one package
- **Offer turnkey installation:** "We supply and install — one PO, one schedule, one accountability point"
- **Show renovation experience:** Highlight ability to work floor-by-floor on occupied properties
- **Include warranty documentation:** Clear warranty terms that survive the construction handover
- **Pre-inspection confidence:** "Our AHC-specified assemblies pass fire marshal inspection first time"

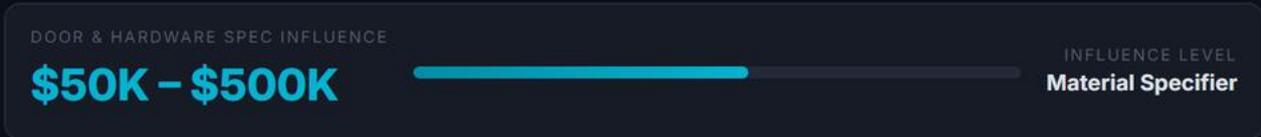


"Design-Driven Dana" — Interior Designer

SPECIFIER

Aesthetic Gatekeeper — Specifies Door Materials, Finishes & Hardware Styles

AGE RANGE 30 – 50	TITLE Sr. Designer / Principal	COMPANY TYPE Hospitality Design Firm	BUDGET AUTHORITY \$50K – \$500K	DECISION CYCLE 2 – 8 months
-----------------------------	--	--	---	---------------------------------------



- ★ GOALS & MOTIVATIONS**
- Specify doors and hardware that achieve the design vision without code violations
 - Find custom finishes (stainless, aluminum, wood veneer) that match the property concept
 - Ensure acoustic performance (STC 30–60) meets guest comfort requirements
 - Minimize visible hardware while maintaining fire-rating compliance
 - Win Hospitality Design awards — door design details matter for portfolio

- ⚠ PAIN POINTS**
- Door vendors who cannot advise on code-compliant design options
 - Limited finish samples and long wait times for custom materials
 - Hardware that looks great in the catalog but fails fire-rating UL listings
 - No CAD/BIM files available for door and frame assemblies
 - Disconnect between design intent and what gets installed on-site

- 🔍 BUYING TRIGGERS**
- New hotel project entering design development phase
 - Brand conversion requiring updated door specifications to meet new standards
 - Boutique hotel concept with custom door and hardware requirements
 - BDNY or HD Expo showcasing new door products that inspire specification
 - Client requesting sustainable/FSC-certified door materials

- 📞 PREFERRED CHANNELS**
- **Material sample boxes:** Physical finish swatches and hardware mockups
 - **HD Expo / BDNY:** Hospitality design trade shows for product discovery
 - **Pinterest / Instagram:** Visual inspiration for door design concepts
 - **Spec writing sessions:** Collaborative meetings with AHC consultant
 - **Manufacturer rep visits:** Showroom or on-site consultation with samples

- 📌 HOW CMF DOORS SHOULD SELL TO THIS PERSONA**
- **Ship finish sample kits:** Wood, metal, stainless, aluminum, fiberglass — CMF's broadest-in-class material range
 - **Offer AHC spec-writing support:** "Tell us the look; Norm writes the code-compliant spec"
 - **Showcase custom metal shop:** Custom stainless and aluminum frames fabricated in-house for design flexibility
 - **Provide designer hardware (Yale):** Highlight architectural-grade Yale hardware options for premium aesthetics
 - **Attend BDNY/HD Expo together:** Co-present at hospitality design events in the Niagara/Ontario region
 - **Instagram portfolio:** Tag designers in project photos showing installed custom door work

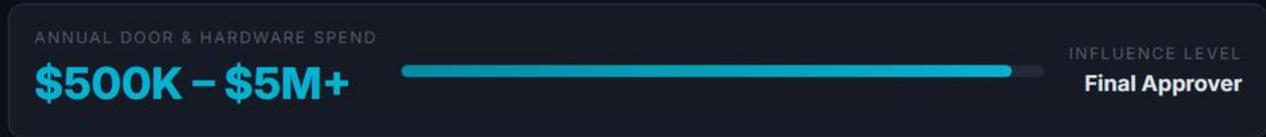


"Vendor-Vetting Victor" — Procurement Director

HIGHEST AUTHORITY

Chain-Level Buyer — Manages Multi-Property Vendor Relationships

AGE RANGE 42 – 58	TITLE Dir. / VP Procurement	COMPANY TYPE Chain (10+ properties)	BUDGET AUTHORITY \$500K – \$5M+	DECISION CYCLE 6 – 18 months
-----------------------------	---------------------------------------	---	---	--



☆ GOALS & MOTIVATIONS

- Consolidate door vendors to reduce procurement complexity across properties
- Achieve 10–15% cost reduction through volume negotiation and TCO optimization
- Ensure brand-standard compliance across all properties in the portfolio
- Meet ESG reporting requirements for door material sourcing
- Build reliable vendor relationships that prevent supply chain disruptions

⚠ PAIN POINTS

- Overwhelmed by vendor proposals — receives dozens per quarter
- Difficulty comparing TCO when vendors quote differently (supply-only vs. installed)
- Small regional vendors lack the capacity or insurance for multi-property contracts
- Overseas manufacturers (China) offer low prices but no local service or installation
- No sustainability certifications from most door vendors (no FSC, no LEED credits)

🔍 BUYING TRIGGERS

- Contract renewal cycle with existing door vendor (every 2–3 years)
- New property opening requiring full door package procurement
- Brand conversion boom (record 1,497 conversion projects in pipeline)
- \$12–15B deferred hotel CapEx/PIPs now requiring execution
- Current vendor quality failure or delivery issue at multiple properties

📞 PREFERRED CHANNELS

- **RFP portals:** Formal procurement through SupplierOne, HSM, Merlin
- **Industry conferences:** ALIS, The Hospitality Show (AHLA)
- **Peer referral:** VP-to-VP recommendations from other hotel chains
- **LinkedIn:** Thought leadership on procurement trends
- **GPO catalogs:** Avendra/Entegra preferred vendor listings

📌 HOW CMF DOORS SHOULD SELL TO THIS PERSONA

- **Lead with TCO analysis:** Show installed cost + 10-year maintenance vs. supply-only competitors who don't install
- **Offer a pilot program:** "Start with one Niagara property; expand regionally based on results"
- **Provide one-page capability summary:** Not 40-page proposals — busy VPs want concise proof
- **Emphasize local service advantage:** vs. Forest Bright (China) or Manhattan Door (NYC) with no Ontario presence
- **Build toward GPO qualification:** Position CMF as a candidate for future Avendra/Entegra vendor status
- **Sustainability roadmap:** Acknowledge no current FSC/LEED certs; present a timeline to obtain them



"ROI-Focused Robert" — Hotel Owner / Asset Manager

BUDGET HOLDER

Capital Allocator — Approves CapEx for Door Replacement & Renovation

AGE RANGE 45 – 65	TITLE Owner / Asset Mgr.	COMPANY TYPE Independent / REIT	BUDGET AUTHORITY \$1M – \$25M+	DECISION CYCLE 3 – 12 months
-----------------------------	------------------------------------	---	--	--



☆ GOALS & MOTIVATIONS

- Maximize property NOI through smart CapEx allocation on long-lived assets
- Minimize renovation downtime — every closed room is lost RevPAR
- Meet brand PIP requirements to maintain franchise agreement
- Reduce liability exposure from non-compliant fire doors and ADA violations
- Increase property valuation through strategic renovations (doors are visible to guests)

⚠ PAIN POINTS

- Renovation projects going over budget due to unexpected door/frame issues
- Brand PIP mandates requiring \$8K–\$25K per room in door/hardware upgrades
- Insurance premium increases tied to fire door compliance deficiencies
- Difficulty finding vendors who can deliver a turnkey solution on schedule
- Deferred maintenance on doors creating compounding remediation costs

🔍 BUYING TRIGGERS

- PIP deadline from Marriott, Hilton, IHG, or Wyndham requiring door upgrades
- Acquisition of a Niagara-area property requiring immediate renovation
- Insurance audit recommending fire door remediation to reduce premiums
- Brand conversion requiring complete door and hardware replacement
- New casino resort or tourist corridor development in Niagara Falls

📞 PREFERRED CHANNELS

- ALIS conference:** Hotel investment and development deal-making
- Management company referral:** Aimbridge, Interstate Hotels recommendation
- Direct executive meeting:** Owner-to-owner trust with Norm Schwenker
- Financial proposal:** CapEx ROI analysis, not just product spec sheets
- Niagara business network:** Chamber of Commerce, local real estate circles

📌 HOW CMF DOORS SHOULD SELL TO THIS PERSONA

- Frame as ROI, not cost:** "Steel doors last 20 years vs. 7 for wood = lower lifecycle cost per room per year"
- Quantify renovation speed:** "Turnkey program reduces door-related schedule by 3–4 weeks vs. multi-vendor approach"
- Highlight liability reduction:** "NFPA 80-compliant assemblies reduce fire code violation risk and insurance exposure"
- Norm-to-owner meeting:** Leverage Norm's 40+ years and AHC credential for executive credibility
- Offer phased approach:** "Public areas first, guest rooms second — minimize revenue loss during renovation"
- Show Niagara market knowledge:** "We know the tourism corridor — 13,000+ hotel rooms and the specific demands of this market"

Buyer Persona Comparison Matrix

Side-by-side view of all 5 hotel door buyer personas for quick reference when planning CMF Doors outreach.

PERSONA	BUDGET RANGE	DECISION CYCLE	AUTHORITY	PRIMARY MOTIVATION
● Compliance Carl	\$100K – \$750K	2 – 6 months	Spec Writer + Approver	Code compliance & safety
● Timeline Tina	\$150K – \$1.5M	4 – 16 weeks	Vendor Selector	On-time delivery & turnkey
● Design-Driven Dana	\$50K – \$500K	2 – 8 months	Material Specifier	Aesthetics & acoustic perf.
● Vendor-Vetting Victor	\$500K – \$5M+	6 – 18 months	Final Approver	TCO & vendor consolidation
● ROI-Focused Robert	\$1M – \$25M+	3 – 12 months	CapEx Approver	Property value & NOI

FASTEST PATH TO FIRST HOTEL CLIENT

Compliance Carl (Facilities Director) at a Niagara Falls hotel is CMF's highest-probability first win. Offer a free fire door audit — identify non-compliant assemblies, then propose remediation. No RFP needed for property-level maintenance budgets under \$100K.

HIGHEST REVENUE PER ENGAGEMENT

Timeline Tina (Project Manager) on a hotel renovation represents \$150K–\$1.5M per project. CMF's turnkey model (spec + supply + install) eliminates her biggest pain point: coordinating multiple trades. Monitor Niagara building permits for leads.

LONG-TERM GROWTH PATH

Vendor-Vetting Victor (Procurement Director) unlocks multi-property contracts worth \$500K+ annually. CMF must first build a hotel portfolio through Compliance Carl and Timeline Tina wins before approaching chain-level procurement with proven references.

MULTI-PERSONA STRATEGY FOR CMF

The most effective approach engages at least 3 personas per opportunity: Facilities Director for technical validation, Project Manager for execution confidence, and Owner/Asset Manager for budget approval. Norm Schwenker's AHC credential opens doors at every level.