



CMF Doors

Competitor Supplier Analysis

Commercial Doors & Hardware Competitive Landscape for Hotel Procurement

CONFIDENTIAL

Vertical: Commercial Doors & Hardware

Competitors Analyzed: SPH/Ontario Commercial Doors, Manhattan Door Corp., Forest Bright Wood, Lynden Door Inc., Lux Doors Corp.

Headquarters: St. Catharines, Ontario, Canada

Prepared: March 2026

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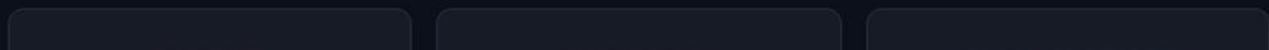
B2B HOTEL SUPPLY INTELLIGENCE PLATFORM

Competitive Landscape Overview

Market positioning of CMF Doors against key competitors in the Commercial Doors & Hardware hotel supply sector.

SUPPLIER	HQ	FOUNDED	HOTEL CLIENTS	PRODUCT RANGE	THREAT
CMF Doors (You)	St. Catharines, ON	Est. 2010s	Target market (Niagara 13K+ rooms)	Wood, Metal, Fire Rated, Automatic, Hardware, Locksmith	—
SPH / Ontario Commercial Doors	Ontario-wide	34+ years	No hospitality-specific clients	Hollow metal, wood, fire-rated, frames, hardware	HIGH
Manhattan Door Corporation	Carlstadt, NJ	80+ years	Carlton, Hudson, Trump Tower	Custom wood doors, luxury finishes	MEDIUM
Forest Bright Wood Industry	Hebei, China	Est. 2000s	Marriott, Ritz-Carlton, Hyatt, Hilton, IHG (30+ brands)	Fire-rated hotel doors, STC 32-42	MEDIUM
Lynden Door Inc.	Lynden, WA	1978	Dedicated hospitality division	Interior doors, STC 49, acoustic specialty	LOW
Lux Doors Corp.	Commerce, CA	Est. 2010s	E-commerce hospitality customers	Fire-rated hotel doors, \$383-\$1,499	LOW

Threat Level Assessment



**DIRECT
COMPETITORS**

1

Same territory, same vertical
(SPH)

**INDIRECT
COMPETITORS**

4

Different geography or
limited services

**YOUR MARKET
POSITION**

**Only Full-
Service**

Consult-to-inspect under
one roof

Competitor Profile: SPH / Ontario Commercial Doors

Specialty Product Hardware

HIGH THREAT

HEADQUARTERS Ontario-wide	FOUNDED 34+ years (~1992)	EST. REVENUE \$5M-\$15M
HOTEL CLIENTS No hospitality-specific marketing	CERTIFICATIONS ASSA ABLOY, Dormakaba, Allegion partnerships	GEOGRAPHIC COVERAGE Ontario province-wide incl. Niagara

PRODUCT RANGE

- Hollow metal doors and frames (20 min to 3-hour fire ratings)
- Custom wood doors for commercial applications
- Largest fire-rated door selection in Ontario
- Aluminum entrance systems and architectural hardware

PRICING MODEL

- Project-based quoting (no published pricing)
- Volume discounts for multi-unit orders
- Manufacturer-backed warranty programs

COMPETITIVE SCORING VS. CMF DOORS



THEIR STRENGTHS

- Ontario-wide distribution with established network across the province
- Largest fire-rated door selection in Ontario with 20-min to 3-hour ratings
- Premium manufacturer partnerships (ASSA ABLOY, Dormakaba, Allegion)

THEIR WEAKNESSES

- No hospitality-specific marketing, case studies, or hotel vertical pages
- No in-house locksmith, AAADM inspection, or maintenance services
- Supply-only model with no turnkey installation or ongoing service contracts

Competitor Profile: Manhattan Door Corporation

Manhattan Door Corporation MEDIUM THREAT

HEADQUARTERS Carlstadt, NJ (100K sq ft)	FOUNDED 80+ years (~1940s)	EST. REVENUE \$14M-\$50M
HOTEL CLIENTS Carlton Hotel, Hudson Hotel, Trump Tower	CERTIFICATIONS FSC, LEED, Door-N-24 rapid program	GEOGRAPHIC COVERAGE NYC/Tri-State, no Canadian operations

PRODUCT RANGE

- Premium custom wood doors with luxury finishes
- Architectural-grade veneers and laminates
- Fire-rated assemblies for high-rise hotels
- Door-N-24 rapid 1-day turnaround program

PRICING MODEL

- Premium pricing for luxury-grade custom doors
- Project-based quoting for large hotel renovations
- Rush surcharges for Door-N-24 rapid turnaround

COMPETITIVE SCORING VS. CMF DOORS



THEIR STRENGTHS

- 80+ year legacy with proven luxury hotel track record (Carlton, Hudson, Trump Tower)
- FSC and LEED certifications appealing to sustainability-focused hotel brands

THEIR WEAKNESSES

- NYC-focused with no Canadian operations or distribution
- Wood-only product line (no metal, aluminum, stainless, or automatic doors)
- Premium pricing excludes midscale and

- Door-N-24 rapid turnaround program addresses emergency replacement needs

- Premium pricing excludes midscale and economy hotel segments

Competitor Profiles: International & Niche Players

Forest Bright Wood Industry

MEDIUM THREAT

HQ / CAPACITY

Hebei, China — 10K doors/month

HOTEL CLIENTS

30+ brands: Marriott, Ritz-Carlton, Hyatt, Hilton, IHG

CERTIFICATIONS

UL10B/C, NFPA 252, STC 32-42, FSC

- Lowest pricing through Chinese manufacturing scale
- Most hotel brand relationships of any competitor
- No local installation or service (supply-only)
- 8-16 week lead times plus tariff exposure

Lynden Door Inc.

LOW THREAT

HQ / SIZE

Lynden, WA — 214 emp, ~\$70M rev, 52-acre campus

HOTEL SPECIALTY

Dedicated hospitality division, STC 49 (industry leading)

COVERAGE

Western US/Canada — limited Eastern reach

- STC 49 acoustic rating is industry-leading
- Vertically integrated manufacturing on 52-acre campus
- Wood-only: no metal, hardware, or installation
- Western US/Canada focus only, no Ontario presence

Lux Doors Corp.

LOW THREAT

HQ / MODEL

Commerce, CA — E-commerce, 4.9 stars

PRICING

Transparent: \$383-\$1,499 per door

COVERAGE

US-only shipping, no Canadian ops

- Only competitor with fully transparent published pricing
- Strong e-commerce model with 4.9-star rating
- US-only, supply-only, small operation
- No installation, service, or maintenance

Feature Comparison Matrix

Side-by-side evaluation of CMF Doors against primary competitors across procurement decision criteria.

CRITERIA	CMF DOORS	SPH / ONTARIO	MANHATTAN DOOR	FOREST BRIGHT
Product Range Breadth	6 materials + hardware + automatic	Metal, wood, hardware	Wood only	Wood fire-rated only
Installation Service	Full in-house teams	Limited / subcontracted	None (supply only)	None (supply only)
Certifications	AHC, AAADM Inspector	Manufacturer partnerships	FSC, LEED	UL10B/C, FSC
Locksmith Service	In-house locksmith (Caleb)	None	None	None
AAADM Inspections	Certified inspector (Austin)	None	None	None
Maintenance Contracts	Annual contracts available	None	None	None
Custom Metal Fabrication	In-house metal shop	Third-party sourced	None	None
Lead Time	2-6 weeks (local)	4-8 weeks	1 day - 6 weeks	8-16 weeks (China)

Competitive Advantages Map

✔ YOUR STRENGTHS

- Only competitor offering full turnkey service: consult, supply, install, maintain, locksmith, inspect
- AHC-certified president with 40+ years

❗ GAPS TO ADDRESS

- No confirmed hotel clients yet (competitors like Forest Bright serve 30+ brands)
- No UL, LEED, or FSC certifications

Strategic Gaps & Counter-Strategies

Actionable strategies to exploit competitor weaknesses and defend against their strengths.

<p>⊕ OPPORTUNITY: NO COMPETITOR OFFERS FULL-SERVICE</p> <p>None of the 5 analyzed competitors offer consultation, supply, installation, maintenance, locksmith, and AAADM inspection under one roof. CMF Doors should market this aggressively as a single-vendor total cost of ownership advantage, eliminating coordination costs between 3-5 separate contractors.</p>	<p>⊕ OPPORTUNITY: NIAGARA TOURISM CORRIDOR UNSERVED</p> <p>The Niagara region has 13,000+ hotel rooms with no specialized hospitality door supplier. SPH markets generally; no one targets the hotel vertical locally. CMF can own this niche by building a hospitality-specific portfolio and pursuing PIPs at Niagara Falls properties.</p>
<p>⚠ THREAT: CHINESE IMPORT PRICE ADVANTAGE</p> <p>Forest Bright produces 10,000 doors/month at scale pricing that CMF cannot match. Counter by emphasizing total project cost (door + shipping + customs + installation + warranty), local response time, and the risk of tariff increases on Chinese goods entering Canada.</p>	<p>⚠ THREAT: SPH ONTARIO-WIDE EXPANSION</p> <p>SPH already covers all of Ontario with 50-100 employees and may target hospitality at any time. Defend by establishing hotel relationships first, locking in maintenance contracts with recurring revenue, and building switching costs through specification writing and master key systems.</p>

Counter-Strategy Playbook

COMPETITOR MOVE	YOUR COUNTER-STRATEGY	TIMELINE	PRIORITY
SPH enters Niagara hospitality	Lock in 3-5 hotel maintenance contracts in Niagara Falls now. Offer free AAADM inspections as entry point to build relationships before SPH targets the vertical.	Q2 2026	CRITICAL
Hotels choose Chinese imports	Create a TCO comparison sheet: door cost + \$2,500-5,000 shipping + 6.5% tariff + local installer fees + no warranty service vs. CMF all-in pricing with 2-hour emergency response.	Q2 2026	CRITICAL
Brand requires LEED certification	Begin FSC chain-of-custody certification process. Partner with LEED-certified material suppliers.	Q3-Q4 2026	IMPORTANT

Document sustainability practices for hotel procurement portals.

Lynden Door expands east

Lynden is wood-only and supply-only. Emphasize CMF's material diversity (6 types) and full-service model. Consider stocking Lynden's STC 49 doors as a distributor to neutralize their acoustic advantage.

Monitor

MONITOR

KEY TAKEAWAY

CMF Doors is the only competitor offering a true full-service hospitality door solution in Ontario. While competitors beat CMF on scale (Forest Bright), legacy (Manhattan Door), or geographic reach (SPH), none can match the single-vendor value of consult-to-inspect service. The immediate priority is converting this structural advantage into hotel client wins before competitors pivot to target the hospitality vertical in Niagara.