



PARTNERSHIP PLAYBOOK

CMF Doors Hotel Partnership Strategy

Building preferred vendor relationships with major hotel chains — March 2026

5

MAJOR CHAINS

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PARTNER TIERS

INNLEAD.AI

B2B Hotel Supply Intelligence Platform

Executive Summary

Strategic partnership roadmap for CMF Doors in the B2B hotel supply market

CMF Doors is uniquely positioned to become a preferred door and hardware vendor for hotel chains operating in the Niagara Region and Southern Ontario. With 40+ years of industry experience through founder Norm Schwenker (AHC certified), an in-house metal shop, AAADM-certified inspector, and a full-service model spanning consultation through maintenance, CMF offers capabilities that no single competitor can match.

The Niagara Falls tourism corridor represents an immediate opportunity: 13,000+ hotel rooms concentrated within CMF's primary service area. Hotels in this market cycle through door replacement every 5-10 years (wood) and 15-20 years (steel), creating predictable demand. The \$12-15 billion in deferred hotel capital expenditures across North America will drive renovation spending through 2027.

This playbook outlines a phased approach: start with local Niagara properties to build case studies, then leverage those results to pursue regional chain partnerships through GPO registration and procurement platform enrollment. CMF's full-service advantage (consult, specify, supply, install, maintain, inspect) is the primary differentiator against supply-only competitors.

PARTNERSHIP OPPORTUNITY

13,000+ hotel rooms in Niagara Falls alone, with no dominant local door supplier currently holding preferred vendor status with major chains.

GPO LANDSCAPE

Avendra (Marriott, Hilton, IHG) and Entegra (Wyndham, Choice) are the two key GPOs. Registration opens access to chain-wide procurement.

REVENUE POTENTIAL

Average hotel door package is \$150K-\$750K per 100-room property. A single Niagara chain partnership could represent \$500K-\$2M in annual revenue.

TIMELINE TO ROI

First pilot properties achievable within 3-6 months. Regional preferred vendor status within 12-18 months with focused execution.



Partnership Landscape

Major hotel chain profiles and procurement approaches



Marriott International

World's largest hotel company

Headquarters	Bethesda, MD
Portfolio	8,800+ properties globally
Brands	30+ brands
Procurement	Avendra (primary GPO)
Decision Makers	VP Design & Construction, Regional PMs

ENTRY STRATEGY FOR CMF

Register on Marriott SupplierOne portal. Target Niagara-area Fairfield Inn and Courtyard properties managed by regional franchise groups. Build relationship with regional project managers through Avendra GPO registration. Leverage AHC certification as a differentiator in specification writing.



Hilton Worldwide

Global hospitality leader

Headquarters	McLean, VA
Portfolio	7,600+ properties globally
Brands	22+ brands
Procurement	Hilton Supply Mgmt (HSM)
Decision Makers	Procurement Dir., Design Firms

ENTRY STRATEGY FOR CMF

Register on Hilton Suppliers Connection portal. Target Hampton Inn and Hilton Garden Inn properties in Niagara Falls (multiple locations). Hilton uses HSM with 4,100+ approved suppliers. Focus on fire door inspection and maintenance services as initial relationship-building touchpoint.

Partnership Landscape (cont.)

IHG, Wyndham, and independent hotel strategies

<div data-bbox="204 488 274 555"> </div> <div data-bbox="293 483 563 517"> <h3>IHG Hotels & Resorts</h3> </div> <div data-bbox="293 521 673 551"> <p>Holiday Inn, Crowne Plaza, InterContinental</p> </div> <hr/> <table border="0"> <tr> <td>Procurement</td> <td>IHG Merlin platform</td> </tr> <tr> <td>Niagara Presence</td> <td>Multiple Holiday Inn / Express</td> </tr> <tr> <td>Decision Makers</td> <td>Franchise owners + IHG design team</td> </tr> </table> <hr/> <div data-bbox="201 752 497 779"> <p>ENTRY STRATEGY FOR CMF</p> </div> <div data-bbox="201 786 745 956"> <p>Register on IHG Merlin procurement platform. Target Holiday Inn Express Niagara locations for door replacement PIPs. IHG franchise owners have more local procurement flexibility than Marriott/Hilton corporate. CMF's turnkey service model (supply + install + maintain) resonates with franchise owner operators.</p> </div>	Procurement	IHG Merlin platform	Niagara Presence	Multiple Holiday Inn / Express	Decision Makers	Franchise owners + IHG design team	<div data-bbox="847 488 917 555"> </div> <div data-bbox="933 483 1289 517"> <h3>Wyndham Hotels & Resorts</h3> </div> <div data-bbox="933 521 1291 551"> <p>World's largest franchise hotel company</p> </div> <hr/> <table border="0"> <tr> <td>Procurement</td> <td>Decentralized / Franchise model</td> </tr> <tr> <td>Key Insight</td> <td>Franchise owners = decision makers</td> </tr> <tr> <td>Price Sensitivity</td> <td>High — value-focused</td> </tr> </table> <hr/> <div data-bbox="841 752 1137 779"> <p>ENTRY STRATEGY FOR CMF</p> </div> <div data-bbox="841 786 1356 956"> <p>Wyndham's franchise model means individual property owners make procurement decisions directly. No centralized GPO required. Target Days Inn, Super 8, and Ramada properties in Niagara. Price-competitive hollow metal doors with master key systems are the primary product fit. Fast local service is the key differentiator.</p> </div>	Procurement	Decentralized / Franchise model	Key Insight	Franchise owners = decision makers	Price Sensitivity	High — value-focused
Procurement	IHG Merlin platform												
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<div data-bbox="209 1055 279 1122"> </div> <div data-bbox="293 1055 694 1088"> <h3>Independent & Boutique Hotels</h3> </div> <div data-bbox="293 1093 762 1122"> <p>Faster decision-making, design-forward procurement</p> </div> <hr/> <table border="0"> <tr> <td>Procurement</td> <td>Direct / No GPO</td> </tr> <tr> <td>Decision Speed</td> <td>2-4 weeks (vs. 3-12 months for chains)</td> </tr> <tr> <td>Niagara Market</td> <td>30+ independent properties</td> </tr> <tr> <td>Key Value</td> <td>Custom fabrication + design flexibility</td> </tr> </table> <hr/> <div data-bbox="809 1167 1106 1193"> <p>ENTRY STRATEGY FOR CMF</p> </div> <div data-bbox="809 1200 1382 1397"> <p>Independents and boutique hotels are the fastest path to hotel case studies. They value local service, custom fabrication capability, and design-forward hardware selections. CMF's in-house metal shop and Yale designer hardware partnership are strong differentiators. Target Niagara-on-the-Lake boutique properties and Niagara Falls independent hotels for initial portfolio building.</p> </div>	Procurement	Direct / No GPO	Decision Speed	2-4 weeks (vs. 3-12 months for chains)	Niagara Market	30+ independent properties	Key Value	Custom fabrication + design flexibility	
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GPO Partnership Strategy

Group Purchasing Organization relationships and optimization



Avendra (Aramark)

North America's largest hospitality GPO

Hotel Coverage	10,000+ properties
Annual Spend	\$5B+ managed
Commission	3-8% of sales
Key Chains	Marriott, Hilton, IHG, Hyatt
Onboarding	4-12 weeks

ADVANTAGES

- Access to all major chain procurement
- Credibility stamp for hotel buyers
- Centralized ordering and payment

CHALLENGES

- Commission reduces margin 3-8%
- Competitive supplier pool
- Lengthy onboarding documentation



Entegra Procurement

Sodexo subsidiary, growing market share

Hotel Coverage	4,000+ properties
Annual Spend	\$2B+ managed
Commission	2-5% of sales
Key Chains	Wyndham, Choice, Independents
Onboarding	2-6 weeks

ADVANTAGES

- Lower commission structure
- Faster supplier onboarding
- Strong independent hotel network

CHALLENGES

- Smaller hotel network than Avendra
- Less brand recognition
- Price-sensitive buyer base

GPO STRATEGY RECOMMENDATION FOR CMF DOORS

Start with Entegra registration (faster onboarding, lower commission, Wyndham/franchise alignment) while simultaneously preparing Avendra documentation. CMF's local service advantage is strongest with price-sensitive franchise owners who make their own procurement decisions. Once 2-3 hotel case studies are established through Entegra/independent properties, use those results to strengthen the Avendra application for Marriott/Hilton access.



Certification & Compliance Roadmap

What additional certifications CMF should pursue for hotel chain approval



Current Certifications

Already held by CMF Doors

- ✓ AHC (Architectural Hardware Consultant) - Norm Schwenker, DHI certified
- ✓ AAADM Inspector - Austin, automatic door inspection certified
- ✓ Greater Niagara Chamber of Commerce member
- ✓ Yale brand partnership (designer hardware access)



Priority Certifications to Pursue

Recommended for hotel chain approval

- ✓ UL fire testing documentation for installed assemblies
- ✓ Acoustic testing (STC) lab reports for door assemblies
- ✓ LEED supplier documentation package
- ✓ FSC chain-of-custody for wood door products



Documentation Needed

Required for GPO and chain vendor applications

- ✓ Certificate of Insurance with \$5M+ coverage limits
- ✓ 2-3 years audited financial statements
- ✓ Client references from comparable commercial projects
- ✓ Product specification sheets with fire/acoustic ratings



Sustainability Goals

Align with hotel chain ESG requirements

- ✓ Low-VOC finish documentation for interior doors
- ✓ Recycled steel content tracking for metal doors
- ✓ Local sourcing documentation (reduced transport emissions)
- ✓ End-of-life recycling program for replaced doors



Relationship Building Timeline

18-month progression from initial contact to regional partnership

Research & Preparation

Month 1-2

Identify all hotels within 60km of St. Catharines. Map property ownership (franchise groups vs. corporate). Prepare hotel-specific product sheets. Register on Marriott SupplierOne, Hilton Suppliers Connection, and IHG Merlin platforms. Begin Entegra GPO application.

Local Outreach & Trade Shows

Month 3-4

Direct outreach to Niagara Falls hotel GMs and facilities directors. Offer free fire door inspections as relationship-building tool. Attend DHI conNextions (Oct, Chicago) for industry networking. Send specification kits to target properties. Register for HD Expo 2027.

Pilot Property Proposals

Month 5-6

Propose a pilot project at 1-2 independent or franchise Niagara hotels. Define scope: door replacement for one floor or common area renovation. Include free AHC specification writing as added value. Set measurable KPIs: installation time, defect rate, maintenance response time.

Pilot Execution & Case Study

Month 7-9

Execute pilot with exceptional service. Document everything: before/after photos, timeline adherence, cost vs. budget, fire rating compliance. Create a professional case study with quantified results. Present to property GM and franchise group leadership.

Regional Expansion

Month 10-12

Leverage pilot case study to approach other properties in the same franchise group. Submit case study with Avendra GPO application. Pursue maintenance contracts at pilot properties for recurring revenue. Target 3-5 additional property contracts in the Niagara corridor.

Preferred Vendor Status

Month 13-18

Apply for preferred vendor status with target chains using pilot results. Establish quarterly business reviews with regional chain representatives. Pursue annual AAADM inspection contracts across multiple properties. Position for southern Ontario regional coverage.

Partnership Tier Ladder

Revenue impact by partnership level for CMF Doors

Entry	Single Property Partner Approved vendor at individual hotel level. Direct relationship with property GM. Opportunity to prove reliability and product quality. Target: Niagara independent hotels first.	\$50K-\$150K
Regional	Multi-Property / Regional Approved across multiple properties in Niagara/Southern Ontario. Franchise group relationship. Standardized pricing and maintenance SLAs in place.	\$250K-\$750K
National	Chain-Wide Preferred Vendor Listed on national approved supplier list. GPO listing secured. Available to all properties in Ontario/Eastern Canada. Formal contract with volume pricing.	\$500K-\$2M
Strategic	Exclusive Regional Partner Exclusive or semi-exclusive door and hardware supplier for a chain's Niagara/Southern Ontario region. Annual maintenance contracts. First-call for all door-related needs.	\$1M-\$3M+

Implementation Roadmap

Phased approach for CMF Doors

<p>PHASE 1: FOUNDATION (MONTH 1-3)</p> <ul style="list-style-type: none"> ✓ Prepare hotel-specific product catalog and spec sheets ✓ Register on procurement platforms (SupplierOne, HSM, Merlin) ✓ Begin Entegra GPO application ✓ Register for DHI conNextions 2026 	<p>PHASE 2: OUTREACH (MONTH 4-6)</p> <ul style="list-style-type: none"> ✓ Launch targeted outreach to Niagara hotel GMs ✓ Offer free fire door inspections as entry point ✓ Connect with regional design firms specifying hotel projects ✓ Secure 1-2 pilot property commitments
<p>PHASE 3: PROVE (MONTH 7-12)</p> <ul style="list-style-type: none"> ✓ Execute and document pilot projects ✓ Build professional case studies with ROI data ✓ Submit Avendra application with case study evidence ✓ Expand to 3-5 properties in Niagara corridor 	<p>PHASE 4: SCALE (MONTH 13-18)</p> <ul style="list-style-type: none"> ✓ Pursue preferred vendor status with target chains ✓ Establish annual maintenance/inspection contracts ✓ Expand service territory to Greater Hamilton/Toronto ✓ Negotiate multi-property framework agreements



Key Performance Metrics

Tracking partnership development and revenue impact

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Target Chains in Pipeline

Marriott, Hilton, IHG, Wyndham, and independent/boutique hotels in the Niagara corridor

50%

Pilot-to-Contract Rate

Industry benchmark: 40-60% of successful pilots convert to regional or multi-property contracts

\$350K

Avg. Contract Value

Projected average annual contract value for multi-property partnerships in Niagara region

80%

GPO Coverage

Percentage of Niagara hotel market accessible through Avendra + Entegra dual registration

9/10

QBR Satisfaction Target

Target quarterly business review satisfaction score from hotel partners

\$1.5M

18-Month Revenue Target

Projected hotel channel revenue from combined chain and independent partnerships

MEASUREMENT FRAMEWORK

Leading Indicators

Properties contacted, free inspections completed, procurement platform registrations, GPO applications submitted, trade show meetings booked

Lagging Indicators

Pilots secured, contracts signed, revenue from hotel channel, properties served, maintenance contracts active, reorder rates

Strategic Health

Partnership tier progression, QBR scores, GPO approval status, contract renewal rates, referral introductions from existing hotel clients