



CMF Doors

Hotel Procurement Landscape

How Major Hotel Chains Buy Commercial Doors & Hardware — And How to Win

STRATEGIC INTELLIGENCE

Vertical: Commercial Doors & Hardware

Products: Fire Rated Doors, Custom Metal & Wood Doors, Automatic Doors, Architectural Hardware, Electronic Entry Systems, Master Key Systems

Chains Covered: Marriott, Hilton, IHG, Accor, Hyatt, Wyndham

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INNLEAD.AI

B2B HOTEL SUPPLY INTELLIGENCE PLATFORM

Executive Summary

Key findings from InnLead.ai's analysis of how major hotel chains procure commercial doors and hardware — and where CMF Doors can capture market share in the Niagara corridor and beyond.

HOSPITALITY DOOR MARKET

\$15.3B

25% of \$61B commercial doors

NIAGARA HOTEL ROOMS

13,000+

Addressable local market

NEW HOTELS (2026)

754

83,118 rooms opening U.S.

DEFERRED CAPEX

\$12–15B

PIPs and renovation backlog

↗ Market Tailwinds

- \$12–15B in deferred hotel PIPs creating a renovation surge — doors are replaced in every PIP cycle
- Record 1,497 brand conversions (up 18% YoY) require door/hardware upgrades to meet new brand standards
- NFPA 80 2025 edition tightening fire-door inspection mandates — drives AAADM inspection demand
- Touchless/smart lock adoption exceeding 70% in new builds, aligning with CMF's hands-free product line

↘ Market Headwinds

- GPO-controlled procurement (Avendra/Entegra) locks out non-preferred door suppliers from chain purchases
- Low-cost Chinese manufacturers (Forest Bright: 10,000 doors/month) undercut on price for large orders
- Long vendor qualification cycles (6–18 months) delay revenue for new entrants like CMF
- SPH/Ontario Commercial Doors (50–100 employees) has established territory overlap across Ontario

💡 STRATEGIC IMPLICATION FOR CMF DOORS

CMF's turnkey model (consult, supply, install, maintain, locksmith, inspect) is a rare differentiator in hotel procurement, where chains typically coordinate 3–5 separate vendors for a single door project. By positioning as a single-source provider with AHC specification writing, in-house metal fabrication, and AAADM inspection, CMF can bypass GPO catalogs through direct property-level relationships in the Niagara corridor — then leverage hotel references to pursue chain-level contracts.

How Hotel Chains Procure Doors: RFP Process Flow

The typical 10–16 week procurement process for commercial doors and hardware at major hotel chains. Understanding this flow is critical to timing your outreach and preparing compliant bids.

1 Need Identification (Weeks 1–2)

Director of Facilities or Engineering identifies door replacement needs based on PIP requirements, fire inspection failures (NFPA 80), ADA compliance gaps, brand conversion standards, or end-of-life cycles (steel doors: 15–20 years, wood: 5–10 years, hardware: 8–15 years). Renovation scope defined at \$8K–\$25K per room.

2 Specification Development (Weeks 2–4)

Procurement team develops door schedules with fire ratings (20-min corridors, 45-min/1-hour partitions per IBC), ADA requirements (32" clear opening, max 5 lbf), acoustic targets (STC 30–35 minimum, STC 50 standard, STC 60 luxury), and hardware specifications. Brand standards documents define finish palettes and lock system requirements. **CMF's AHC specification writing service is a major advantage here.**

3 Preferred Vendor Catalog Review (Weeks 4–5)

Procurement checks Avendra/Entegra/HSM preferred vendor catalogs first. If an existing door supplier meets the spec, no external RFP is issued. For Marriott, this means checking SupplierOne portal; for Hilton, Suppliers Connection. **This is the single biggest barrier for CMF as a new entrant.**

4 RFP Distribution (Weeks 5–7)

If catalog vendors cannot satisfy, formal RFP goes to 3–8 pre-qualified door suppliers. RFPs require: company profile, door/hardware spec sheets with fire ratings, UL/ULC certifications, ADA compliance proof, project references, installation capabilities, warranty terms, and pricing by door type.

5 Evaluation, Mock-ups & Testing (Weeks 7–10)

Evaluation team scores proposals: 35% technical compliance (fire/acoustic/ADA), 25% price, 20% service capability (install + maintenance), 10% references, 10% sustainability. Top 2–3 vendors produce door/frame mock-ups for on-site evaluation. Hotels test lock integration, acoustic performance, and finish durability.

6 Contract Negotiation (Weeks 10–13)

Selected vendor negotiates pricing per door type (entry, corridor, stairwell, connecting, suite), volume tiers, hardware package pricing, installation rates, maintenance SLAs, warranty provisions (typical: 10-year door, 5-year hardware, 1-year labor), and payment terms (net 30–60). Average hotel package: 300–500 doors per 100 rooms, \$150K–\$750K.

7 Manufacturing, Installation & Handover (Weeks 13–16+)

Manufacturing lead time: 8–16 weeks for custom doors. Phased installation by floor/wing to minimize guest disruption. Final AAADM inspection of all automatic doors, fire-door verification, and hardware commissioning. Quarterly business reviews (QBRs) evaluate performance. Contract renewal outreach begins 6 months before expiration.

GPOs & Preferred Vendor Programs

Group Purchasing Organizations and chain procurement platforms control the majority of hotel door purchases. Understanding their structure is essential for CMF's market entry.

Avendra (Aramark) + Marriott SupplierOne

- **Chains served:** Marriott, IHG, Hyatt (North America primary)
- **Volume:** \$4B+ annual procurement across all categories
- **Door categories:** Fire-rated doors, frames, architectural hardware, automatic door systems
- **Qualification:** 6–12 month process: financial audit, \$2M+ liability insurance, UL/ULC fire-test reports, installation bonding
- **CMF gap:** Avendra prefers manufacturers or large distributors; CMF must demonstrate regional installation capability as differentiator

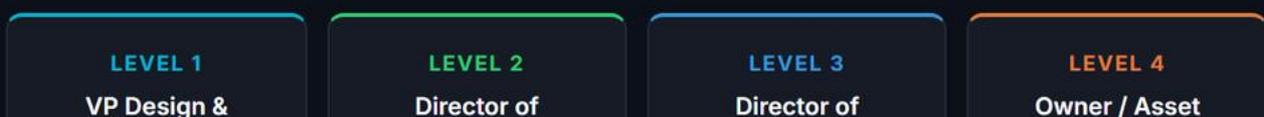
Hilton Supply Management (HSM) + Entegra

- **Chains served:** Hilton, Wyndham, Choice Hotels
- **Volume:** 4,100+ approved suppliers, \$3.5B+ annual
- **Portal:** Hilton Suppliers Connection for vendor applications
- **Qualification:** 3–6 months: vendor application, product testing, fire-certification review, LightStay sustainability data submission
- **CMF opportunity:** HSM accepts regional specialty installers; CMF's turnkey model + AAADM inspection fills a gap most door suppliers cannot

Contract Structures for Door & Hardware Projects

CONTRACT TYPE	DURATION	PRICING MODEL	BEST FOR CMF
Property-Level Purchase Order	Per project	Quoted per door schedule	Immediate entry — target Niagara hotel renovations directly
Blanket Purchase Order	12 months	Fixed unit price, variable volume	Multi-property management companies (e.g., Aimbridge, Crescent)
Preferred Vendor Agreement	2–3 years	Tiered volume pricing + rebates	Regional chain-level contracts after proving hotel track record
GPO Master Agreement	3–5 years	Negotiated tiers + performance rebates	Long-term goal via Avendra or HSM qualification (6–18 month process)

Decision-Maker Hierarchy for Door Procurement



Construction

Brand standards, final approval on door specs

Procurement

RFP management, vendor scoring, contract signing

Facilities

Fire inspections, door maintenance, installation oversight

Manager

CapEx approval, ROI on door lifecycle

Specification Requirements & Procurement Timeline

Hotel Door Specification Requirements

Every hotel door procurement RFP mandates compliance across four critical specification categories. CMF's AHC certification positions Norm Schwenker to write these specs — a rare advantage among door installers.

🔥 FIRE RATINGS (IBC / NFPA 80)

- **Guest room corridors:** Min 20-minute fire-rated assemblies
- **1-hour partitions:** 45-minute door/frame assemblies required
- **Stairwell doors:** 60–90 minute ratings per IBC Table 716.1
- **Inspection:** NFPA 80 2025 edition mandates annual fire-door inspections
- **CMF advantage:** Fire-rated door consultation + installation + AAADM inspection = complete compliance package

🕒 ADA / AODA ACCESSIBILITY

- **Clear opening:** 32" minimum (815mm) for all accessible rooms
- **Opening force:** Max 5 lbf (interior), fire doors exempt if automatic closer
- **Hardware:** Lever handles required, no round knobs, max 48" height
- **Threshold:** Max 1/2" height, beveled edges
- **CMF advantage:** Automatic door systems and hands-free openers solve ADA compliance in one package

🔊 ACOUSTIC PERFORMANCE (STC)

- **Economy brands:** STC 30–35 minimum
- **Full-service brands:** STC 50 standard requirement
- **Luxury brands:** STC 55–60 expected (Ritz-Carlton, St. Regis)
- **Connecting doors:** STC 50+ mandatory for guest satisfaction
- **Competitor benchmark:** Lynden Door leads at STC 49; Forest Bright offers STC 32–42

🌱 SUSTAINABILITY & CERTIFICATIONS

- **FSC / PEFC:** Certified sustainable wood sourcing (Marriott, Accor require)
- **Low-VOC:** Finishes must meet LEED IEQ credits
- **Recycled content:** Steel doors with recycled content preferred
- **LEED credits:** 4,407 LEED hotel projects globally demand compliant door assemblies
- **CMF gap:** No FSC, LEED, or sustainability certifications currently — must address for chain-level entry

Annual Procurement Calendar

QUARTER	HOTEL PROCUREMENT ACTIVITY	CMF DOOR ACTION
Q1 (Jan–Mar)	CapEx budgets finalized, PIP scopes defined, vendor reviews for expiring contracts	Submit capability presentations to Niagara hotel Directors of Facilities; respond to RFIs with door schedules and fire-rating documentation

Q2 (Apr–Jun)

RFP season peaks, product sampling requested, trade show evaluations

Attend DHI conNextions and HD Expo; submit RFP responses with door mock-ups and AHC specification packages

Q3 (Jul–Sep)

Vendor selection, contract negotiation, pilot orders placed for fall renovation season

Negotiate installation + maintenance SLAs; begin pilot projects at Niagara properties; showcase in-house metal shop capabilities

Q4 (Oct–Dec)

Budget planning for next year, performance reviews, emergency repairs from winter weather

Deliver QBR results from pilot projects; position for next-year contracts; offer emergency door repair service to build relationships

Chain-Specific Door Procurement Approaches

How the 6 largest hotel chains structure their door and hardware procurement, and the best entry strategy for CMF Doors in each.

Marriott International

8,800+ properties | 30 brands | Avendra + SupplierOne

- Centralized door procurement via Avendra for select-service brands (Courtyard, Fairfield, SpringHill)
- Luxury/full-service (Ritz-Carlton, St. Regis, W) have property-level discretion on custom door packages
- STC 50+ mandatory for full-service brands; custom finishes required for luxury tier
- **CMF entry:** Target Niagara Marriott-branded properties for PIP door replacements; use AHC spec-writing to differentiate from supply-only competitors

Hilton Worldwide

7,500+ properties | 22 brands | HSM + Entegra

- Hilton Supply Management (HSM) manages door/hardware categories with 4,100+ approved suppliers
- LightStay platform tracks supplier environmental data — sustainability reporting expected
- Suppliers Connection portal is the official vendor application gateway
- **CMF entry:** Apply through Suppliers Connection; lead with turnkey installation + AAADM inspection capability that most door manufacturers cannot provide

IHG Hotels & Resorts

6,300+ properties | 19 brands | Avendra + Merlin

- Franchise-heavy model: individual owners and management companies (Aimbridge, Interstate) control door purchasing
- Merlin procurement platform for approved suppliers; brand standards specify fire ratings but not specific door vendors
- Journey to Tomorrow sustainability program influences but does not mandate supplier certifications
- **CMF entry:** Best near-term opportunity — target IHG franchise owners in Niagara directly with property-level POs; franchise model bypasses GPO gatekeeping

Accor

5,500+ properties | 40+ brands | In-house procurement

- No US-based GPO — manages procurement internally through regional offices
- Planet 21 program: strongest sustainability requirements (EcoVadis rating mandatory for new suppliers)
- Regional procurement offices in Toronto have significant autonomy for Canadian properties
- **CMF entry:** Contact Accor Canada procurement directly; lead with local manufacturing (in-house metal shop), reduced shipping carbon footprint, and regional service capability

Hyatt Hotels

1,300+ properties | 22 brands | Avendra + World of Care

- Smaller portfolio but higher average quality tier — STC 50+ and premium finishes standard

Wyndham Hotels

9,100+ properties | 24 brands | Decentralized / Entegra

- Most decentralized procurement: franchise owners make most door purchasing decisions independently

Action Plan for CMF Doors

Prioritized steps to position CMF Doors for hotel chain door procurement success, starting with the Niagara corridor and expanding to chain-level contracts within 18 months.

✓ 90-Day Quick Wins

- Build a hotel-specific door catalog with fire/acoustic/ADA spec sheets** 0–60 days
Create hospitality-focused product sheets for each door type (guest room, corridor, stairwell, connecting, suite entry) showing fire ratings, STC values, ADA compliance, and hardware options. Include Yale electronic lock integration data. This catalog is required for every hotel RFP response.
- Create a "Turnkey Hotel Door Program" one-pager for sales outreach** 0–30 days
Position CMF's unique value: AHC specification writing + custom fabrication + supply + installation + locksmith + AAADM inspection — one vendor, one contract, one point of accountability. No competitor in the Niagara region offers this complete package.
- Identify and contact 10 Niagara hotel Directors of Facilities** 30–90 days
Target IHG franchise owners and Wyndham properties first (least GPO friction). Offer complimentary NFPA 80 fire-door assessment as a door-opener. Niagara's 13,000+ rooms represent \$2M–\$10M+ in addressable door replacement annually.

🎯 6-Month Strategic Moves

- Complete 2–3 hotel door projects and document as case studies** 90–180 days
Photograph before/after, track installation timeline, document fire-rating compliance, and collect testimonials from Directors of Facilities. These case studies are mandatory for chain-level RFP responses and GPO qualification.
- Attend DHI conNextions (Oct 2026, Chicago) and HD Expo** Q2–Q4 2026
DHI conNextions is the primary trade show for door and hardware professionals. HD Expo reaches hotel procurement decision-makers directly. Norm's AHC certification grants credibility on the show floor that competitors like Forest Bright and Lux Doors cannot replicate.
- Apply to Hilton Suppliers Connection and begin Entegra vendor qualification** 90–180 days
HSM accepts regional specialty installers — CMF's turnkey model + AAADM inspection + locksmith services fills a gap most door suppliers cannot. Lead with installation and maintenance capability, not just product supply.

🏆 12–18 Month Goals

- Secure preferred vendor status with at least one hotel chain or management company** 6–12 months

company

Target Aimbridge Hospitality or Interstate Hotels (manage hundreds of properties each).
A blanket PO with one management company can equal 5-10 individual property relationships.



Pursue FSC chain-of-custody certification for wood door products

6-12 months

FSC certification is increasingly mandatory for Marriott and Accor procurement. As a distributor/installer, CMF can obtain FSC chain-of-custody certification (simpler than manufacturer certification) within 6-9 months.



Expand from Niagara to GTA hotel market with proven hotel track record

12-18 months

The Greater Toronto Area represents 50,000+ hotel rooms — 4x the Niagara market. With 3+ hotel case studies and one chain-level reference, CMF can credibly compete against SPH/Ontario Commercial Doors on their home turf.