



## Keeping a Hotel Running, and Realizing Revenue, During Renovation

A mechanic says to a heart surgeon, "I open hearts, take out valves, repair the damage, and put them back in. When I finish, the cars work just like new. So why do you get all the glory when you and I are doing basically the same work?" The surgeon pauses, smiles and answers, "Try doing it with the engine running." Who do you trust to keep the engine of your hotel running – and revenue flowing – while it is being renovated?

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**WINTER**  
CONSTRUCTION

**At Winter, we begin a hotel renovation with ground rules to protect pedestrians, continue safe public access through work areas, provide helpful directional signage – ensuring that the property never appears to be closed.**

But our work to be sure guests never feel lost, intimidated or inconvenienced doesn't end before we begin. It continues with daily meetings in which our team members take off their construction helmets and put on their hospitality hats.

When the construction superintendant on your renovation asks what's happening at lunchtime, is he wondering what he might eat? Or is he anticipating how to collaborate with your staff to ensure that the attendees of your largest annual conference won't be bothered by construction activity?

