

Project H-308: Guestroom Renewal Program

Property Profile

Attribute	Information
Property identifier	H-308
Setting	Mountain-region destination
Property type	Full-service resort and conference hotel
Guestrooms	400
Supporting amenities	Conference facilities, spa, restaurants, and recreation
Operating condition	Property must remain open
Project delivery	Phased guestroom renovation

Program Scope

The proposed program includes:

- All guestrooms
- Guestroom corridors
- Elevator lobbies
- Guestroom technology
- Lighting and environmental controls
- Selected mechanical and electrical upgrades
- Furniture, fixtures, and equipment
- Accessibility improvements within the approved scope

Budget and Schedule

- Preliminary total project budget: \$21 million
- Proposed duration: 18 months
- Guestrooms will be renovated in phases.
- Ownership wants the first completed rooms available before the next high-demand season.
- Final phasing and room-out-of-order assumptions remain under development.

Design Vision

The design team proposes:

- Replacing traditional desks with flexible work and dining surfaces.
- Reducing fixed furniture to create a more open room.

- Introducing mobile-enabled room controls.
- Adding occupancy-responsive lighting and environmental controls.
- Expanding in-room wellness features.
- Modernizing charging, connectivity, and entertainment.
- Using durable materials intended to reduce long-term lifecycle cost.
- Creating a calmer, more intuitive guest environment.

Current Project Conditions

- The design package is not fully coordinated.
- Existing room conditions vary by building section.
- Some infrastructure conditions have not been verified.
- Housekeeping has tested only a limited number of proposed materials.
- The mobile-enabled experience depends on multiple systems.
- The operating team has not received a complete training or support plan.
- Procurement has identified possible lead-time concerns.
- The mock-up room has generated mixed feedback.
- Cost estimates assume repeated room types and stable material pricing.
- Guest communication during construction has not been finalized.
- The team has not agreed on how to measure whether the renovation improves the guest experience.

Stakeholder Briefs

Ownership Representative

Visible priorities

- Return on invested capital
- Competitive positioning
- Budget control
- Early completion of revenue-generating rooms

Underlying concern

A nearby competitor recently completed a renovation, and the property's market performance has become a source of concern.

Pressure point

Ownership may favor visible guest-facing improvements over less visible

infrastructure work.

General Manager

Visible priorities

- Guest satisfaction
- Operational continuity
- Team-member readiness
- Recovery from service failures

Underlying concern

Previous construction generated significant guest complaints and placed heavy pressure on hotel teams.

Pressure point

The general manager may favor conservative phasing even if it extends the program.

Brand Representative

Visible priorities

- Consistent experience
- Applicable requirements
- Quality and durability
- Long-term relevance

Underlying concern

The project must avoid making short-term decisions that result in an inconsistent experience or premature replacement.

Pressure point

Brand may challenge cost reductions that alter important experience outcomes.

Architecture and Design Team

Visible priorities

- Coherent guest experience
- Functional planning
- Design integrity
- Coordination across disciplines

Underlying concern

Late cost reduction could fragment the design and force reactive substitutions.

Pressure point

The design team may resist alternatives before performance criteria are defined.

Construction Manager

Visible priorities

- Constructability
- Site logistics
- Safety
- Schedule predictability
- Material availability

Underlying concern

The current design information may not be sufficiently coordinated to support the desired start.

Pressure point

The construction manager may recommend delaying work or narrowing early phases.

Hotel Operations

Visible priorities

- Housekeeping efficiency
- Maintainability
- Training
- Room availability
- Supportability of new technology

Underlying concern

Technology and maintenance teams already operate with limited capacity.

Pressure point

Operations may oppose features that increase service calls, cleaning time, or room downtime.

Guest Perspective

Visible priorities

- Comfort
- Simplicity
- Reliability
- Control
- A welcoming experience

Underlying concern

Guests may appreciate new capabilities but become frustrated when basic interactions are confusing or fail.

Pressure point

A feature that looks innovative in a presentation may introduce friction in an actual stay.