

HOTEL RECOVERY PLAYBOOK



A GUIDE TO **Accelerating Your Business in the Wake of COVID-19**

WYNDHAM
HOTELS & RESORTS



A MESSAGE FROM GEOFF BALLOTTI:

The devastating COVID-19 pandemic has forced our industry and hoteliers like you to take on challenges unlike any we've ever faced before.

Our team at Wyndham Hotels & Resorts believes that together we are resilient. That's why we are focused on helping you navigate these obstacles to help ensure all hotel owners are well positioned for long-term success.

We hope you'll find some useful insights in this guide as travel recovers and you continue to welcome guests through your doors.

A handwritten signature in black ink that reads "Geoff". The signature is written in a cursive, slightly slanted style.

Geoff Ballotti
President and CEO, Wyndham Hotels & Resorts

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For more information, call **800-889-9710** or visit [wyndhamdevelopment.com](https://www.wyndhamdevelopment.com)

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Hotels will need a clean bill of health to earn guest business

As travelers look to get back on the road, they're counting on hotels to ensure their safety

Following months of quarantining and self-isolation, travelers are itching to get back on the road. It likely comes as no surprise that a recent Destination Analysts survey found 70% of travelers miss traveling.¹ But with lingering doubts about their safety, the question is when will travelers again feel confident doing so? Insight from Phocuswright found that leisure travelers will feel comfortable traveling once they see a reduced risk of infection, lower restrictions on travel, and full access to hotels, restaurants and destination attractions.²

Even when that happens, new health safety and cleanliness standards will apply to instill the necessary confidence in travelers. As a member of the AHLA Safe Stay Advisory Council, Wyndham has joined with industry leaders and public health experts to develop a series of industry best practices and guidelines that focus on enhanced hotel cleaning practices.

¹Destination Analysts' Coronavirus Travel Sentiment Index Report, Key Findings, Week of April 20th, 2020 (slide 12).

²Phocuswright, Inc. - Fast Facts: Traveler Sentiment in the Age of COVID-19; Phocuswire, April 23, 2020; Phocuswright (Slide 27)

“We want the everyday traveler to know they can count on us to put their health and safety first. Over 95% of our hotels in the U.S. today are open and welcoming essential business, government, healthcare and emergency responders every night. We salute these everyday heroes who are keeping our nation running. We know that people will also travel again for leisure and to see family and friends. And when they do, Wyndham will be ready to welcome them back.”

- Geoff Ballotti
President and CEO
Wyndham Hotels & Resorts

Implementing a comprehensive health safety and cleanliness program

Operating in a pandemic environment will require previously unseen attention to details and new protocols. Foremost, hotels need to focus on the health and safety of guests and staff more than ever before.

Wyndham is leveraging its scale and extensive supplier partnerships to send initial shipments of highly effective and hard-to-access CDC-recommended cleaning and sanitizing supplies to its more than 6,000 U.S. hotels at cost. (New properties joining the portfolio by September 1, 2020 will also benefit from these shipments). This includes critical items like face masks, hand sanitizer, and disinfectant wipes. As part of its Count on UsSM program, Wyndham is also ensuring hotels have access to restock these vital supplies on an ongoing basis, continuing to leverage volume negotiated discounts, as well as driving consistent use of EPA-approved chemicals and expanded cleanliness training.

According to GlobalData, “Travelers will stick to what they know best and become more sensitive towards factors such as hygiene and familiarity. Bigger brands will be more likely to convince consumers that they can offer this over independent hotels.”³

“It will be important now for our guests to have visual cues,” explained Lisa Checchio, CMO Wyndham Hotels & Resorts, on a recent interview with No Vacancy News. The importance of building trust and instilling confidence is key. Guests will need to see cleanliness efforts in practice, whether it’s physically at the hotel, on brand websites, or in marketing. According to Forrester’s qualitative research, “consumers feel comforted when they witness travel companies enforce a myriad of safety precautions.” One respondent noted, “If I see people cleaning, I feel more comfortable.”⁴

70%
of travelers
miss
traveling¹



³Global Data, Coronavirus (COVID-19) Sector Impact: Lodging - Travel & Tourism Vol. 9; slides 8, 12

⁴Source: Forrester's ConsumerVoices Market Research Online Community, 2020

“Drop shipping items that are becoming very hard to procure even from vendors we have worked with for many years was a great move by Wyndham. It has taken the pressure off hotels to locate alcohol-based hand sanitizers that were once available easily. To also provide hand sanitizers and disinfectant wipes to guests shows them that we are serious about the level of safety we are providing. It shows that Wyndham took the initiative to ensure that ALL of their hotels will have the products they need. It’s the standardization that guests are looking for to feel safe.”

- Samantha R.
General Manager, Wyndham Visalia

Health Safety & Cleanliness Checklist for Hotel Owners

Carefully review orders, regulations and guidelines issued by local government and health departments to ensure compliance with those specific requirements. Hotels should also follow any guidance issued by their brand or franchisor related to enhanced cleanliness standards, for example:

TEAM MEMBER SAFETY & TRAINING

- ✓ Disinfect work stations between each shift.
- ✓ Issue or make available face coverings and proper PPE (personal protective equipment) to all team members.
- ✓ Encourage all employees to wash their hands after each interaction with guests.
- ✓ Fully train staff on all new standards.
- ✓ Train staff on a brief “safety elevator speech” to articulate the hotel’s health and safety measures to guests.

GUEST EXPERIENCE

- ✓ Provide individually wrapped disinfectant wipes.
- ✓ Provide in-room hand sanitizer.
- ✓ Reduce the number of items in-room (such as pens, notepads, coffee maker) to reduce the number of surfaces to be cleaned between guests.
- ✓ Prominently display hand sanitizer in lobby, check-in desk, and other high-traffic areas.
- ✓ Display appropriate signage, which serves both to provide important health and safety information as well as reinforce the hotel’s commitment to safety.

PREMISES USAGE

- ✓ Maintain reduced occupancy limits in public spaces, such as the fitness center, dining areas and elevators in order to maintain appropriate social distancing.
- ✓ Enforce social distancing measures in common spaces, including pools, meetings rooms and parking/check-in. Use of some amenities may be restricted until local regulations permit.

For more details as you prepare to welcome back guests, [download this guide](#).
Wyndham Franchisees can find the complete Pandemic Operations Guide on MyPortal.

Beyond a Warm Welcome: Providing Peace of Mind

As guests start to return, it will be more important than ever to demonstrate your team's ongoing commitment to their safety and comfort

The face of your hotel is your staff—but will they know what to say when faced with a slew of health safety questions they've never been asked before? As travel starts to pick up, it will be important that every team member is trained on the hotel's "safety elevator speech" – in other words, ensuring the staff can confidently recite important elements of the property's health and safety measures. Not only does this show dedication on behalf of the hotel to doing everything possible to protect guests, it helps instill confidence in the guests that they made the right choice in your hotel.



Ongoing health and safety training must become a core part of your hotel's culture. Important elements of that training include:

- Education on coronavirus, hygiene measures and how to mitigate spread of the virus
- How to properly use disinfectants
- Changes to hotel amenities and processes

"It will be important for hotel employees to remain educated on up-to-date information on coronavirus and federal and local guidelines and mandates, as this situation is evolving daily," Jason Perry, president and CEO of emergency preparedness and crisis management firm Trident Shield told Hotel News Now. You should consider making checklists, videos, and other resources, including those provided by your brand or franchisor, a required part of your training program.

The 411 for FAQs

Hotel team members should expect and be prepared to answer a handful of common questions from guests. Wyndham's contact center, which answers 14 million calls per year, shared some of the most common questions it has fielded from guests looking to book. Through your training efforts, the following information should be requisite for all staff:

- What measures is your hotel taking to enhance cleanliness standards?
- What should I expect in terms of housekeeping? How often will my room be cleaned? What will be cleaned, and how?
- Are you implementing new safety protocols? (Social distancing, etc.)
- Is the hotel still offering breakfast? Is it a hot breakfast?
- What amenities at the hotel will be open? (Pool, fitness center, etc.)
- What kinds of products will be made available in the room? (Hand sanitizer, wipes, etc.)
- Are there any travel restrictions I should be aware of when I visit your hotel?
- What nearby attractions are open? Will I still have things to do?

At a time when hotels are short staffed, and tackling an increasing number of cleanliness tasks, a supplemental reservation call transfer program helps reduce the burden on hoteliers and their teams. Wyndham's Signature Reservation Service (SRS) agents, who drive a nearly 14% higher ADR than reservations made at the property, are being trained to answer all of these questions and more, doing the heavy lifting so you can focus on day-to-day operations and on-site guests.

Wyndham franchisees should visit Wyndham University to start Count on UsSM training and access relevant resources.

If you have any questions about your Count on Us Training & Resources Kit, with step-by-step action items for hotel managers, housekeepers, and staff, please reach out to your Wyndham operations representative. We're here to help, every step of the way.

"SRS call center agents have consistently outperformed my expectations on every metric, and allowed my staff to focus on the guests."

- Shawn P.
Owner of Super 8 by Wyndham
Bloomington, MN

A Laser Focus On Your Bottom Line

Carefully managing finances is good business anytime, but the challenges presented by COVID-19 mean hoteliers must be far more targeted with choices that impact their P&L. Increasingly, owners must keep a laser focus on the bottom line.

Here are five industry best practices from our managed finance team for doing exactly that:



1. FORECASTING
Forecasting is a critical process in any business, and knowing your volumes will allow you to accurately purchase the right amount of products. Without solid forecasting, you are operating in the dark. Most general ledger platforms have forecasting modules, but a forecast can also be created simply using an excel spreadsheet.

2. LABOR SCHEDULING
Wages are the single largest expense in a hotel operation, so it's absolutely essential that you assess your staffing needs based on the current forecasts. There are several software programs on the market that can help calculate the correct hours to schedule based on standards that are set in the system. For example, one standard would be the number of minutes required to clean a room. Scheduling too many hours based on your forecast could be impossible to overcome and have a significant negative impact on your bottom line.

3. PROCUREMENT
It goes without saying that the supplies and products purchased for your hotel have a direct impact on your profit margins and cash flow. While it may initially seem like a cost-conscious move, avoid the urge to buy outside of your franchisor's procurement program. Why? Because short-term savings could result in long-term profit erosion. "Cheaper" consumer-grade items might not have the longevity or warranties of hotel-grade products, which could result

4. REAL ESTATE TAXES
Real Estate Taxes are another large expense. It's common best practice to appeal them annually. Each municipality has a deadline by when taxes must be appealed, so check your annual notice and

5. CHECKBOOK ACCOUNTING
Checkbook accounting can help you control your expenses. As the name implies, checkbook accounting is exactly like a personal checking account, in that you only spend as much as you have in your account. This practice helps you avoid overspending.

ANNUALLY
You set up your hotel-level checkbook based on your annual budget. In the budget, you determine how much labor or product you need based upon the budgeted revenue and occupied rooms.

in having to re-purchase those products sooner than anticipated. As the world's largest hotel franchise company with more hotels than any other, Wyndham's scale affords it strong buying power, allowing you to procure hotel-grade products at negotiated rates, protecting your long-term profit margin. It can also mean access to some of the critical EPA approved cleaning supplies and amenities guests will now expect and local codes may require.

be prepared to submit an appeal in the allotted window. If you need help or advice on this process, many third-party vendors offer these services and only get paid when the appeal is successful.

MONTHLY
As you start each new month, it is important to know what your forecasted revenue and occupied rooms are for that month, so you can adjust your staffing and expenses accordingly. As you pay your staff and buy products, you deduct those items from the forecasted amount for each.

Revenue-Boosting Rate Strategies for Today's Uncertain Times

With recessionary pressures but emerging signs of recovery, how do you set and manage rates?

Because of the uneven effects of the COVID pandemic, recovery will vary by geography as markets reopen on different timetables. As a result, proactively managing inventory and rates will be extremely important.

As a hotelier, you most likely already apply common best practices to your rate and inventory management. For example: reviewing rates daily and looking at the reservations that have been booked over the past 24 hours; analyzing how far out guests are booking and ensuring your rate plans are set up correctly and distributed to the right channels; ensuring rate parity across those channels; if you are a participating Wyndham Rewards property, you strive to have the member rate as the most favorable to encourage direct bookings.

While these practices still apply in the current market environment, even more careful attention must be paid during the unique circumstances of pandemic recovery. Wyndham's vice president of Revenue Management Darryl Nesor explains, "Subscribing to a hotel revenue management service can help ensure you're priced appropriately during the pandemic and beyond." On average, hotels taking part in Wyndham's Revenue Management Service have outperformed for occupancy, ADR, and RevPAR.



La Quinta Inn & Suites by Wyndham Houston East at Sheldon Rd Channelview, TX

Adjusting Best Practices for a Changing Landscape

An economic downturn may create pressure to reduce rates, but history has shown benefit in resisting this pressure.

“We’ve all seen as an industry that dropping rates doesn’t really help us,” Darryl Nesor said. “It might have an immediate impact, but it certainly doesn’t help us in the long term as we look to regain ADRs to previous heights.”

In order to appropriately adjust your rates in the recovery environment, it helps to expand your competitor rate shopping. You might typically compare your rate against five or six hotels with similar amenities in your neighborhood. However, the landscape has changed dramatically. Higher

chain scales may be lowering their rates in order to compete with lower chain scale hotels, making it imperative to look beyond your standard rate shop – whether that’s outside of your tract or chain scale – to make sure you’re pricing competitively.

Broadly, Wyndham Revenue Management Services has been recommending that hotels maintain their rate position comparative to the market. While it might seem counterintuitive, research is showing that, in this economy, discounts won’t be what encourages guests to expedite their travel. Bear in mind that “holding rates” doesn’t mean simply leaving things unchanged, instead, maintaining a healthy ADR index should be the focus. Thus, in markets with significant downward pressure on rates, hotels may need to follow suit. The key is determining the opportune moment to adjust rates. It’s a very delicate balance, which Wyndham’s RMS team is working with individual hoteliers to address.

The Business in your Own Backyard

The road to recovery travels through your backyard

Backyard business has always been an integral part of hotel marketing, but with behavior shifting during the Coronavirus pandemic, we have to be more focused than ever on local opportunities.

“What this pandemic has done is really shine a light on the importance of sales basics 101: knowing who your customers are; reaching out

to local businesses; leveraging the different resources and tools available to you,” Wyndham Senior Director of Global Sales Shannon Derrick explained. “You’re going to have to do the work, but a lot of this work is about keeping your hotel top of mind and on the tip of the tongue of people who can influence people to stay.”

Sales Basics Part I: Everyone Sells

Sales basics at your hotel starts with the understanding that, regardless of title or position, each employee is ultimately in sales. That’s because every interaction your staff has with clients or potential customers is a sales touchpoint.

Simple questions like, “What brings you to town?” can help uncover new business prospects. On the surface, it sounds like little more than friendly service, but questions such as this may reveal why streams of travelers are looking for a place to stay in your market. Wyndham’s “Everyone Sells” program helps embed this notion in your hotel culture through a suite of interactive tools.

A group of 15 Wyndham hotels that took advantage of this simple sales approach over a three-month period uncovered more than \$1 million in new revenue opportunities.





Sales Basics Part II: Knowing Your Backyard

“Sales is about who you know, and who knows you,” Shannon added. “At the end of the day, people want to do business with people. And that’s what sales is at its finest.”

Critical to scoring local business is simply knowing your “backyard.” Make sure you understand the business drivers in your market and get to know the influencers that can impact where people stay. There are many ways to learn your neighborhood, some as simple as walking and identifying the businesses surrounding your hotel. There are also many resources that can provide insights on companies and local institutions that may be good partners. At Wyndham, the Hotel Sales Services team provides access to subscriptions to these resources as well as personalized guidance on where to focus your local selling efforts.

PANDEMIC-RELATED OPPORTUNITIES

The pandemic has created new challenges that hotels can help solve in unique ways. Hotels near hospitals should work with the administrations to forge relationships. Patients and their families will need a place to rest, so be on a list of recommended hotels with the hospitals. Certain markets may also have an influx of emergency health workers at these hospitals that need lodging.

Nearby boarding schools, college and universities are another example. As these institutions look to reopen in the fall, they might need to do so at reduced occupancy, but many aren’t set up to provide single occupancy options at scale. Hotels nearby should contact the schools in case they’re interested in expanding their student lodging inventory.

ONGOING OPPORTUNITIES

The fundamental mission of Convention and Visitors Bureaus (CVBs) and Destination Marketing Organizations (DMOs) is to bring business to town. While they may not be able to follow through on this mission in the near term, take time to network and build a relationship with their meetings and events contact and demonstrate your vested interest in the success of the community. You will be first on their list when the business does return and they need a supportive hotel partner.

Other market-specific institutions can also become key allies for future business. If you’re located near an airport, reach out to become part of a list of preferred hotels for distressed passengers. If your market is prone to government travel, make sure you’re set up to comply with the many rules and regulations needed to capture local, state or even federal business. And markets with a lot of construction are also flush with opportunities in waiting.

Sales Basics Part III: Knowing the Competition

Backyard business isn’t restricted to just knowing where to find opportunities, though. Knowing your backyard also includes knowing your competition.

“When it comes to nearby hotels, you should know who those owners and operators are,” Shannon said. “You should know who their sales teams are. You should know what their product is and how it compares to yours. You should forge relationships with your competitors.”

Identify accounts staying with the competition and know what those competitors offer that you don’t. You can gather this information by monitoring the vans and trucks in the parking lots and then visiting competitor’s websites, respectively.

Whether your hotel is full-service, select service, or economy, relationships are key in this business. Leveraging local relationships will ensure you get your share of this important backyard business, which is even more critical as travel has been more localized and regionalized through the pandemic. And the good news is that these local relationships will build and establish loyalty well beyond the pandemic and recovery.

Wyndham’s Global Sales Organization, with over 100 sellers on 5 continents, drive over \$1 Billion annually. This dedicated team has expertise across all major market segments with a single point of contact for each global account. Our focus extends from small business to master agreements with Fortune 500 and other leading companies. Verticals span construction, manufacturing, energy, to technology, automotive and professional services.

Marketing Your Hotel Into Recovery

As the industry pushes toward recovery, your marketing will need to be both nimble and informed

With lockdowns and social distancing driving an uptick in digital media usage, both at the consumer and business levels, it will likely mean a doubling down in the pre-COVID ad budget shift from more traditional media to digital channels.¹

Even if you franchise with a brand, layering a local advertising budget on top of the brand's centralized campaigns can be a smart way to improve your hotel's performance. Online advertising presents a number of advantages over traditional marketing channels, including precision targeting, measurable analytic data and lower overall costs. It also provides an opportunity to reach consumers in all stages of the purchasing funnel (i.e. those just beginning to plan a trip vs. those ready to book).

This pandemic environment may call for a change to your hotel's digital marketing strategy, whether you're already heavily investing or just starting out. The key is understanding consumer trends and focusing on the right channel mix.

¹Source: <https://www.cnbc.com/2020/05/26/coronavirus-ad-shift-from-tv-to-digital-will-speed-up-says-goldman.html>

TOP OF FUNNEL

PAID SEARCH

For Example:

Google AdWords
(Unbranded & Ancillary Paid Search)

INTENT TO TRAVEL

GOAL:

Guests have intent to travel, but don't know where yet. Your goal is to build awareness.

MID-FUNNEL

SPONSORED LISTINGS

For Example:

Google Property Promotion Ads

TripAdvisor (Sponsored Placements)

Expedia TravelAds

INTENT TO GO TO MARKET

GOAL:

Guests have intent to travel to your market, but don't know which hotel. Your goal is to get them to choose your hotel over your competitors.

LOWER-FUNNEL

META SEARCH

For Example:

Google Hotel Ads

TripAdvisor

INTENT TO GO TO HOTEL

GOAL:

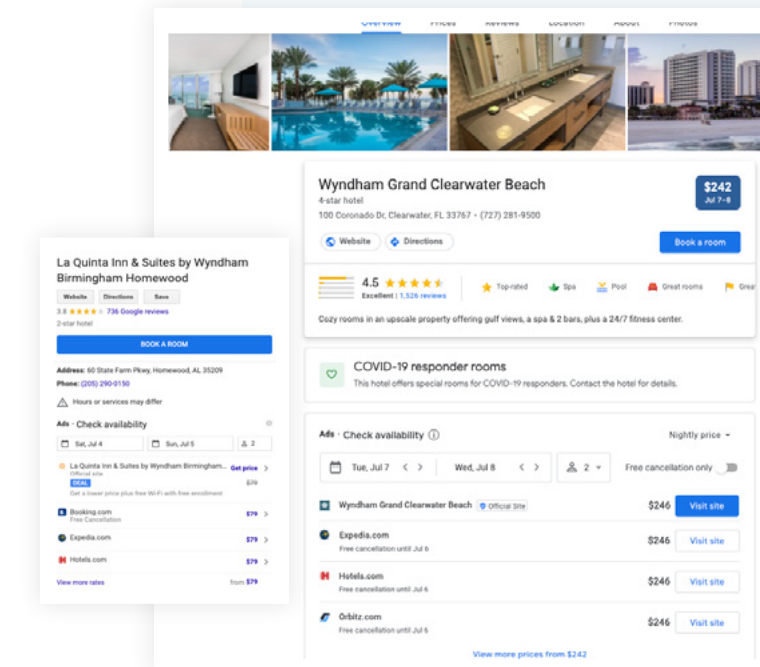
Guests have intent to travel to your hotel. Your goal is to capture direct business and limit third-party costs.

Selecting the Right Mix

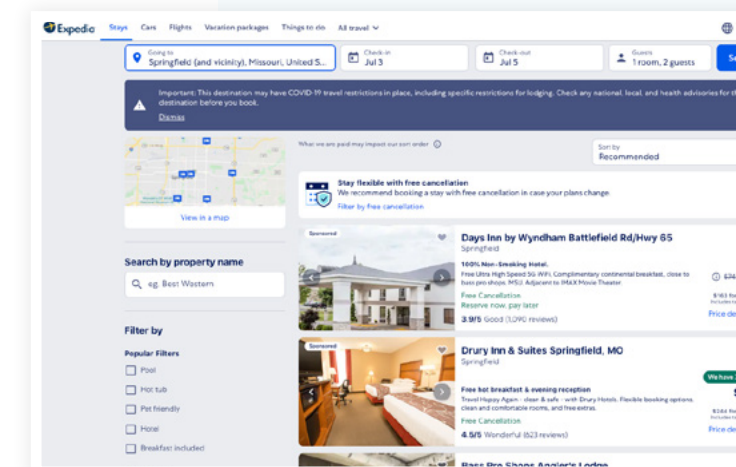
While your own ideal marketing mix should be driven by your hotel's unique needs, it's important to consider whether expanding mid-funnel tactics may be right for your property. Mid-funnel channels like sponsored listings placements on Google and TripAdvisor can help drive incremental revenue and capture share from competitors in your market. In an environment with limited demand, these tactics offer you the opportunity to elevate the position of your hotel within search results, which is an effective way to drive incremental bookings from in-market travelers and fill unoccupied rooms as the industry transitions towards recovery.

Lower-funnel channels should not be overlooked, however. Active participation in metasearch auctions typically drives strong return on ad spend, increases direct booking mix (and decreases third-party distribution costs), and helps improve brand affinity through loyalty program eligibility. Moreover, metasearch publishers are seeing decreased cost per click (CPCs) and one has even temporarily reduced bid minimums in response to COVID-19. This unprecedented move is creating efficiencies that hoteliers can benefit from in the immediate term.

Furthermore, investment in sponsored listings combined with metasearch can help drive higher overall site traffic, increasing the likelihood of direct bookings by these visitors.



METASEARCH



OTA SPONSORED PLACEMENT

Using Trends as a Guide

Taking advantage of the efficiencies of digital advertising requires understanding current trends in the marketplace – the kinds of trends that Wyndham incorporates to strategically manage the digital marketing spend on both a national level as well as hotels participating in the Level Up program. For example, we’re starting to see hopeful signs of recovery as states begin to re-open, but the current trend shows travelers are planning trips within driving distance as opposed to those that require flying. Based on this data, hotels should consider geotargeting customers actively looking to travel and who live within driving distance of the property, while minimizing spend toward customers outside of a drivable radius.

As travel rebounds, trends also indicate that weekend leisure travel has started to pick up, especially in beach, national park, and resort destinations. Interestingly, we’re seeing a divergence from past booking window trends. Whereas pre-COVID U.S. hotel searches peaked between 8-30 days from travel, we’ve seen same-day/next-day searches make up nearly 50% of volume. At the same time, we’re also seeing demand starting to surge much further out in the future (90+ days) as a counterbalance.

Keep in mind, it’s unlikely your marketing will change current consumer sentiment, such as reluctance toward flying, so using trends to guide your digital channel mix and target audiences can help capture demand that exists in your market. As a general rule of thumb, this means focusing on mid-funnel and lower-funnel marketing activities and only expanding spend across the full funnel when your market starts to show signs of recovery.



Necessary Precautions

Protecting your good name means not only paying close attention to your messaging, but to the content surrounding your advertising. This necessitates a tactful approach to your creative messaging and to your channel execution, taking caution with display and paid social so that you don’t appear insensitive or tone deaf. It’s important to keep in mind that lower and mid-funnel channels reach a travel audience with declared intent to travel. This minimizes the risk of negatively impacting consumer sentiment by reaching a consumer that is not in-market for travel at this time.

As long as you’re mindful of your campaigns, those who can make the investment have a unique opportunity to strategically fuel business while competition remains relatively low. Even as your competitors start to reinvest, it may likely be some time before they are back to pre-COVID ad spending. By paying attention to your market travel trends and finding the right channels to meet your hotel’s goals, you can drive new business as well as increase direct booking share through digital advertising.

Level Up is here to help.

Level Up (Powered by Koddi) enables individual Wyndham franchisees to drive additional bookings by providing access to seven different media channels and allowing you to layer budget on top of Wyndham’s corporate and brand funds to improve your hotel performance online. With this service, a campaign management team closely monitors trends and optimizes hotel spend based on your predefined goals. Hotels can be as hands-on or hands-off as they prefer.



WINGATE
BY WYNDHAM



MICROTEL
BY WYNDHAM



Days Inn
BY WYNDHAM



Super 8
BY WYNDHAM



Howard Johnson
BY WYNDHAM



Travelodge
BY WYNDHAM



HAWTHORN SUITES
BY WYNDHAM



RAMADA
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BAYMONT
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TRYP
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