



Avendra's Ramp-Up Handbook

COVID-19 Back to Business Success Guide

May 2020

Handbook Objectives

Disclaimer: Please ensure you follow your company's standards and specifications. This guide is intended to be complementary to the direction given by your brand or management company.

- Provide **general Avendra information and contact details** to employees stepping into purchasing roles that may not be familiar with Avendra
- Provide sources for and information about **high-demand products and services** and resources covering ramp-up procedures for equipment
- Provide **best practices** for COVID-19 sanitation and operations
- Provide **supplier lead times** to help properties ensure service suppliers, distributors and property associates have allocated enough time for projects to be completed prior to ramp-up
- Provide a **checklist** with recommendations to ensure all ramp-up actions are completed for each department
- Provide **tips** on operational efficiencies for cost containment



Staying Informed

Avendra has a range of resources to provide updates on COVID-19 supply chain impacts



Digital Communications

Critical News Advisories
Coronavirus Flashes
[COVID-19 Webpage](#)

Avendra COVID-19 Webinars with industry partners:

[American Hotel Lodging Association \(AHLA\)](#)

[Asian American Hotel Owners Association \(AAHOA\)](#)

[Hotel Association of Canada \(HAC\)](#)

[National Club Association \(NCA\)](#)
[North Highland](#)



Customer Service

Avendra's Customer Service team is proactively reaching out to customers and suppliers during this unprecedented time. In addition, the team is available to answer your questions at customerservice@avendra.com and 866-AVENDRA.



Field Support and Customer Relations (FSCR)

Geographically-based FSCR associates interact with full-service units to help provide guidance on the latest information and resources available.



Outbound Calling

The Outbound Calling team interacts with select-service units and those that do not receive FSCR deployment to support client's interests and initiatives through targeted call campaigns.



Are you getting the Avendra COVID-19 communications? If not, email customerservice@avendra.com to be added to the distribution lists.

COVID-19 Supply Chain Updates Page

The COVID-19 Supply Chain Updates page on myAvendra provides the following for customers:



Critical category information including:

- Masks and other personal protective equipment
- Thermometers
- Gloves
- Hand sanitizer
- Air filtration

Avendra is in the process of creating an aggregated catalog for all critical products for reopening that will be available soon.



Important information for ramp-up and reopening:

- COVID-19 Remediation Suppliers
- [Reopening Procedures for Equipment](#)
- [Supplier Lead Times for Reinstating Service and the Ramp-Up time needed due to COVID-19](#)



Quality Assurance and safety guidance including:

- [Sanitation Checklist](#)
- [Hand Sanitizer Use Guidance](#)



[Industry insights and upcoming webinars](#)

Located at the bottom of the webpage

Recommended Best Practices for Ramp-Up

General Property Sanitation:

- ✓ Install social distancing signs and indicators in the lobby, front and back of house and include any state and hotel brand guidelines; rework lobby floor plan to accommodate social distancing
- ✓ Install sneeze guards at the front desk and appropriate F&B stations; follow state and hotel brand guidelines (CDC)
- ✓ [Sanitize key cards](#) in between uses as well as key/credit card machines; higher inventory may be needed
- ✓ Sanitize all high touch areas, such as elevator buttons, back of house doors, self-help coffee and beverage stations at regular intervals (click to view [Avendra's Sanitation Checklist](#))

Personal Sanitation:

- ✓ Consider requiring server teams to wear masks, change gloves after every service and wash hands frequently (CDC)
- ✓ Require front of house associates to wash hands frequently; plan coverage for time away

Procedural Changes:

- ✓ Consider implementing contactless F&B delivery systems in place of operating the lounge for concierge-tier guests
- ✓ Consider having F&B server teams take orders/serve food and a separate team clear tables
- ✓ Replace reusable menus with paper/disposable menus or chalkboards
- ✓ Consider eliminating buffet services
- ✓ Update status on [Open Table](#) and other relevant websites or apps
- ✓ Require valet services to use gloves and change them in between cars; sanitize doors, handles and keys
- ✓ Understand how your supplier will deliver product during the COVID timeframe ([click to view Delivery Guidance](#))
- ✓ Review inventory needs for sanitation chemicals and related products to align with new recommended practices

[Click here to download Avendra's Sanitation Checklist for Properties.](#)

Department Checklist: Food and Beverage

Recommended Ramp-Up Procedures*

- Schedule Health Department inspections as needed
- Kitchen equipment:
 - Check temps on all kitchen equipment/walk-ins
 - Turn on glycol chilling system
 - Deep clean all back of house equipment; replace oil in fryers
 - Reschedule RTI, if applicable
 - Schedule cleaning chemical provider to recalibrate systems
 - Remove/sanitize fountain heads
 - Schedule beer/soda lines for cleaning/blow out
 - If applicable, schedule enzyme reactivation for food digester
- Perform hood and duct cleanings (solidified grease) or check maintenance schedule
- Schedule rental uniform, mat, linen delivery
- Check shelf-life of existing inventory:
 - Discard opened condiments
 - Check BIB syrup
- Conduct opening inventory and establish new pars
- Re-establish bulk gas orders (CO₂, etc.)
- F&B POS: Ensure pricing is consistent with the new menus
- Re-confirm supplier delivery days and times
- Check liquor license expiration date
- Contact night cleaning to re-establish scope

***These are industry best practice recommendations; always default to the direction from your brand or management company**

Supplier suggested lead time to resume service:

Contact the supplier directly to work through any issues and opportunities

- **MFD: 3-6 weeks**
 - **Hawaii MFD: Up to 8 weeks**
- **Regional Meat: 3-4 weeks**
- **Kitchen Equipment: 2-3 weeks**
- **Regional Seafood: 2-3 weeks**
- **Regional Produce: 1-2 weeks**
- **Rental Uniforms/Mats: 1-2 weeks**
- **Regional Dairy: 1 week**
- **Regional Bakery: 1 week**
- **Hood & Duct Cleaning: 1 week**
- **Smallwares: Immediate**

Refer to your mySupplier Relationships (MSR) report on myAvendra for your full supplier list.

Department Checklist: Engineering

Recommended Ramp-Up Procedures*

- Double-check inspection schedule for fire extinguishers, fire panel, Ansul systems
- Notify police department and fire department of reopening timeline
- Test emergency evacuation system
- Schedule elevator inspection/service
- Schedule interior plant maintenance and exterior landscaping and adjust scope, as needed
- Schedule grease trap cleaning one week prior to opening
- Schedule pest control service
- Sanitize common areas, back of house, rooms, exterior benches and trash cans
- Schedule pool maintenance
- Power wash outdoor furniture; sanitize tabletops
- Schedule rental uniform delivery
- Ensure generator is serviced and stable
- Confirm all lighting and signage is operational
- Sanitize and clean hotel vans
- Alert your duress alarms provider of your reopening and possible change in services or coverage

***These are industry best practice recommendations; always default to the direction from your brand or management company**

Supplier lead time to resume service:

Contact the supplier directly to work through any issues and opportunities

- **Elevators: 2-4 weeks**
- **Landscaping: 2-4 weeks**
- **Valet Parking: 2-4 weeks**
- **Pest Control: 2-3 weeks**
- **Plant Maintenance: 2 weeks**
- **Rental Uniforms/Mats: 1-2 weeks**
- **Air Filters/PTAC: 1-2 weeks**
- **Pool Maintenance: 1 week**
- **Fire & Life Safety: Immediate**

Refer to your mySupplier Relationships (MSR) report on myAvendra for your full supplier list.

Department Checklist: Rooms/Housekeeping

Recommended Ramp-Up Procedures*

- Consider implementing color-coded cloths when cleaning different areas
- Assign a daily cleaning attendant for revolving/push entry/exit door(s) or find alternatives to prevent contamination when opening and closing doors
- Provide amenity-size disinfecting wipes in guest rooms and wipes for housekeepers
- Service in-house laundry equipment, if applicable
 - Check belts and tension, etc.
- Check outsourced and in-house laundry pars
 - Share anticipated occupancy with third-party laundry to assist them with allocating their resources, if applicable
- Sanitize phones and cords
- Check and replace remote batteries and sanitize remote daily; consider using disposable remote-control wraps
- Check light bulbs and sanitize light switches daily
- Schedule full property deep clean, including all surfaces and upholstery
 - Common areas, back of house, rooms, exterior benches and trash cans
- Test all cleaning equipment and room products
- Re-establish newspapers and adjust par levels
- Set up new master key log, issue keys
- Reset room temperatures
- Train any new associates on chemicals and bed bug protocols
- Ensure ATM is stocked
- Consider anti-microbial mattress protection and more frequent changing

***These are industry best practice recommendations; always default to the direction from your brand or management company**

Supplier lead time to resume service:

Contact the supplier directly to work through any issues and opportunities

- **Outsourced Laundry: Immediate-2 weeks**
- **Night Cleaning/Deep Cleaning: 1-2 weeks**
- **Floor Care: 1-2 weeks**
- **ATM: 1 week**
- **Newspapers: 48 hours**
- **Room Recovery: Immediate**
- **Courier: Immediate**
- **Office Supplies: Immediate**

Refer to your mySupplier Relationships (MSR) report on myAvendra for your full supplier list.

Finding Competitive Pricing

Concessions Overview for Avendra Contracted Suppliers

Avendra has reached out to all of our contracted suppliers and asked suppliers to provide discounts, extended terms and hold on any price increases in the near term. These updates were communicated via email over the past six weeks. As you might expect, suppliers are facing financial and operational hardships resulting from the pandemic; however, many have offered support to Avendra customers in the way of pricing or payment term concessions.

- Over **325 contracted suppliers** are offering **financial concessions** to Avendra customers
- Concessions vary by supplier and include holding pricing for specific timelines, extending payment terms, providing additional discounts, etc.
- Of the suppliers offering concessions, **40% are offering more advantageous payment terms** for customers
- Offers vary by supplier, but include payment term extensions up to 90 days
- 50% of suppliers offering concessions are offering **to hold prices for certain periods of time and/or provide additional discounts**
- Offerings vary by supplier, but include agreements of holding pricing for one to three months or to the end of 2020
- Special additional discounts also were secured ranging from product discounts to early payment discounts

Short Term Cost Containment

Operational Awareness

- Know your break-even points and true costs; move to a la carte, grab-n-go and smaller fixed menu offerings
- Initiate lobby pop-up concepts
- Limit kitchen equipment use, e.g. multiple fryers or ovens
- Reconsider contract/buyout labor and instead, cross-utilize current associates
- Associate dining options should be planned and limited to simple preparations
- Suspend or reduce service contracts
- Based on occupancy, close-out higher floors to preserve resources and reduce stress on housekeeping and maintenance schedule

Purchasing Practices

- Collaborate with finance and adhere to a weekly spend threshold
- Centralize purchases and do not allow associates to place direct orders
- Limit transactions, delivery times and frequencies
- Suspend non-essential CapEx spend/projects
- Inquire with supplier/distributors on what they may be discounting
- Ensure Rooms and F&B Departments coordinate MFD orders to minimize number of deliveries



We are here to support you.

Email CustomerService@avendra.com or call at 866-AVENDRA or submit an issue or question using this [online form](#).