JSM PROCUREMENT + DESIGN

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The hotel owner's journal

Hospitality, designed to perform.



THE YEAR-END JOURNAL

23 ARTICLES / FOUR PROJECT STAGES

VOLUME 01 / 2026

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Read from the first owner conversation through the handoff to operations, or jump to the stage you're in now.

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THE PEOPLE BEHIND ID IQ

Meet JSM

Founded in 2020, JSM Procurement + Design brings hospitality interiors and procurement together for hotel owners nationwide. Our team brings experience across more than 500 unique projects.

From the first owner conversation to opening day, our team turns design decisions into specifications, orders, and rooms ready for guests.



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Get to know the team

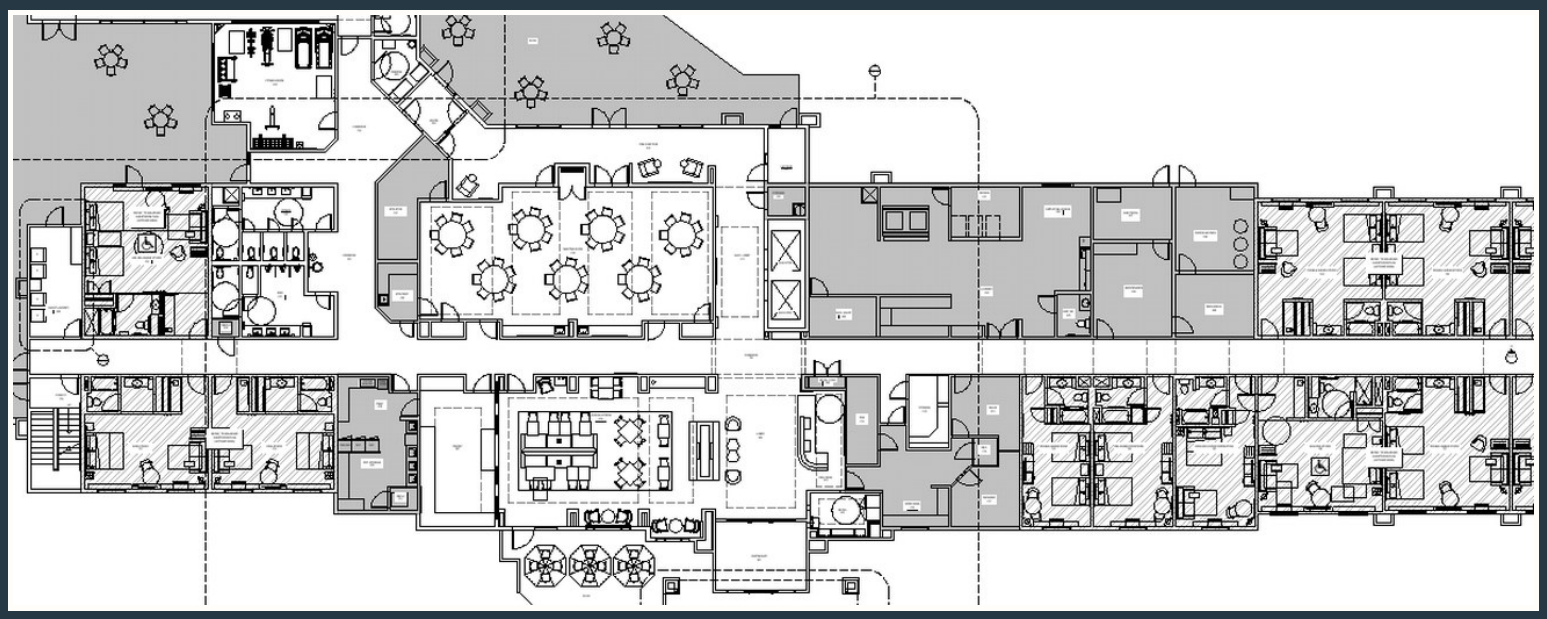
PART 01 / THE JSM PROCESS

First Conversation

Start with the decisions that shape the project.

Before anyone prices the work, agree on the guest, the scope, the budget priorities, and the opening you need to protect.

THE FIRST WORKING SESSION



Sample furniture plan

The property
Floor plan and field conditions

The brief
Brand requirements and guest needs

The opening
Budget priorities and target dates

A QUESTION TO TAKE INTO THE PROJECT

What should we decide before we ask for a number?

OWNER WORKSHEET

Seven Questions to Get a Hotel Project Started

Take these questions to the first project meeting and leave with decisions your team can work from.

Zachary Netherland / July 13, 2026

07

OWNER WORKSHEET

THE FIRST PROJECT MEETING

Ask about	Decision	Who owns it?
Guest	Prioritize work space	Hotel owner
Spend		
Fit		
Care		
Approvals		
Custom		
Delivery		

What would you want your designer, contractor and procurement lead to know before each of them starts pricing the same hotel? Give your first project meeting a clear job: agree on how the hotel should work and who owns the questions that are still open.

1. Who is coming to stay?

A road crew staying three weeks uses a room differently from a couple in town for one night. Agree on the guests you're designing for and what they need most.

2. Where should the project spend more?

Give the team a budget priority. You might put more into the seating guests see at check-in and stick with a repeatable guestroom package that can be replenished easily.

3. Does the room work with the furniture in it?

Follow a guest from the door to the desk, bed and bath. Check where the suitcase goes, where the phone charges and whether a chair pulls out without blocking the way.

4. Can operations keep it looking good?

Bring housekeeping into the conversation about fabrics and finishes. Find out how they'll clean a piece and what they can do if it breaks.

5. What needs a decision before pricing?

Lay brand review, design approvals and supplier lead times beside the construction schedule. Name the decisions the team needs to make to get comparable bids.

6. What's worth making custom?

A custom piece can earn its place by solving a fit issue or giving the lobby a character guests remember. Ask where it will make that difference.

7. Who gets furniture through the door?

Assign responsibility for access, receiving, staging and installation before the first truck is booked.

Circle the two questions without clear answers. That's a good place to start with JSM Procurement + Design.

NEXT STEP **Talk through your hotel development plans** Article online

CHOOSING A PARTNER

10 Questions for Your Hotel Design and Procurement Team

Use the same questions with each firm. The answers will tell you more than two fee totals ever could.

Zachary Netherland / February 1, 2025

ASK BOTH FIRMS TO SHOW YOU

Topic	What good proof looks like	Firm A	Firm B
Deliverables	A drawing or purchasing report	☐	☐
Budget	Allowances and exclusions	☐	☐
Delivery	A named person at each handoff	☐	☐
Closeout	Warranty and replacement records	☐	☐

Put two proposals side by side and circle the places where each firm says someone will "coordinate." Who's doing what? Who decides if a substitute is acceptable? Who sees the drawing before it goes to the fabricator? Those are the questions worth settling while there's time to compare teams.

What's in the scope?

1. **Which hotel have you worked on that's like ours?** Ask what the firm handled.

2. **What is and isn't included?** Define design, purchasing, and site support in writing.

3. **What will we actually receive?** Ask for a drawing or purchasing report.

4. **Who takes comments through approval?** Who submits and who signs off?

How will the order get to the room?

5. **Which costs are carried in the proposal?** Compare freight, tax, storage, receiving, and installation.

6. **What happens when an item won't come in on time?** Ask who vets alternates and updates pricing.

7. **Who confirms critical dimensions?** Name who checks the fit and delivery route.

8. **Who owns each delivery handoff?** Name who books, receives, inspects, and installs.

What happens between meetings, and after the last one?

9. **How will we see the decisions that need our attention?** Look for named owners and deadlines.

10. **What will operations have at closeout?** Ask where to find warranties and replacement parts.

You're looking for answers you can point to later: a document, a named person or a clear exclusion. At JSM Procurement + Design, we'd rather show you how we work than ask you to take it on faith. Bring the scope you're considering and we'll walk through how it could be split or combined.

PROJECT PLANNING

The First Three Decisions for a 2027 Hotel Project

Make three calls early: what the hotel will share, what the building can accommodate, and what needs to be ordered first.

Zachary Netherland / June 30, 2026



Fairfield Inn & Suites + TownePlace Suites, Dallas Downtown

MARK IT ON THE FIRST PLAN

01 *What can we share?*

02 *What needs verifying?*

03 *What must release early?*

It's easy to spend the first project meeting talking about how the lobby should look. Before the team draws it, ask what the lobby has to do. The answer can change the floor plan, the furniture list and the order in which you spend money.

Decide what can be shared

On a dual-brand project, start with how people use a space. Map the walk from the entrance to check-in and from the guestrooms to breakfast. A shared area can work beautifully, but it still has to serve two sets of guests and meet both brands' requirements. Decide which pieces can be shared before each side specs its own.

Find the building's non-negotiables

In a conversion, an existing column can influence the seating plan more than any mood board. Walk the space with the contractor and designer. Look at the dimensions that affect circulation, and follow the route a large piece of furniture will take from the loading area to the room. Mark what needs to be verified before anyone prices custom work.

Give the long-lead pieces a head start

It may only take one custom reception desk or a guestroom item ordered in volume to set the pace. Ask suppliers what they need to price it, put it into production, and commit to a delivery window. Get samples and approvals moving while you still have a choice of sources.

Bring a floor plan, the brand requirements and your target opening to a working session. JSM Procurement + Design can help you identify the decisions that belong on the schedule now.

NEXT STEP **Plan your hotel design and procurement** Article online

FRANCHISE DESIGN

From franchise brief to opening day

Put franchise reviews, purchasing decisions, construction, and the handoff to operations on one schedule before design gets underway.

Zachary Netherland / January 4, 2025

A franchise package tells you what the brand expects. Your brief tells the team what it has to work with: a building that may already be there, an opening date, a budget, and sometimes a lobby that needs to keep serving breakfast while you renovate. Put those facts on the same page before design starts.

Make the first review count

Ask the franchisor which package and submittals apply to this property. Collect any property improvement plan, exceptions, and decisions already made. Then walk the scope with the owner and operator. What stays open? What can be phased? What will a guest notice first?

Bring the architect and contractor into the early reviews. Door clearances, utilities, or room dimensions may affect where a brand detail can go. Record questions while the layout can still shift, and send the brand the decisions it needs to review before the team prices and orders around them.

Let approvals and purchasing share a calendar

Tie the big furniture and finish releases to the dates that make them possible: brand review, owner selection, field verification, production, and delivery access. Name who owns each answer. As areas turn over, give operations one place to find care instructions, approved selections, and the list of things still open.

A one-page brief is enough for the first meeting: what you're building or changing, what the brand needs to see, and the next date the team needs to protect. JSM Procurement + Design can help connect those decisions to the interiors and FF&E scope.

FOUR DECISIONS ON ONE OPENING SCHEDULE



Brand review
Close design comments

Purchasing
Release approved items

Construction
Confirm delivery readiness

Opening
Hand off care and warranty records

NEXT STEP **Plan your franchised hotel design** Article online

PART 02 / THE JSM PROCESS

Design

Design for how the hotel will be used.

Translate the brief into spaces that work for guests and staff. Test layouts, finishes, and field conditions before those decisions are expensive to change.



Homewood Suites Northlake · Lobby design rendering

A QUESTION TO TAKE INTO THE PROJECT

What needs to work in the space, not just on the plan?

DESIGN STRATEGY

Design the hotel around the way guests stay

A boutique lobby has to tell a story. An extended-stay suite has to make breakfast, work and downtime fit in one room. Both start with the guest's routine.

Zachary Netherland / February 12, 2026



Fairfield Inn & Suites, Downtown Fort Worth

TWO WAYS TO START A STAY

Boutique
Arrive • Check in • Gather

Extended stay
Unpack • Make coffee • Work

A guest walks into a boutique hotel and takes in the room before they reach the desk. At an extended-stay hotel, they might arrive with groceries, a laptop and enough luggage for a week. The choices that make those stays feel right start well before the furniture order.

Give the lobby one strong idea

A lobby doesn't need a local reference on every wall. A material drawn from the neighborhood, a reception desk with a distinctive face, or a banquette shaped around the room can give the whole space a point of view. Spend on the detail guests will notice. Use reliable, easy-to-maintain pieces where the rest of the room calls for them.

Before approving the custom piece, look at the finish sample under the actual lighting. Ask the maker how the finish gets repaired and ask operations how the piece will be cleaned. Those answers belong beside the rendering at the same meeting.

Make room for everyday life

In an extended-stay suite, follow the guest through a morning. Where do groceries go? Can someone sit down to work while another person makes coffee? Is there a place to charge a phone without giving up the whole counter? Walking through those routines can surface the furniture, outlet and storage decisions no mood board will answer.

On your next project, bring one thing you want guests to remember and one thing you want to make easier. JSM Procurement + Design can help turn both into a furniture and finishes scope worth pricing.

NEXT STEP **Plan your hotel interiors and FF&E** Article online

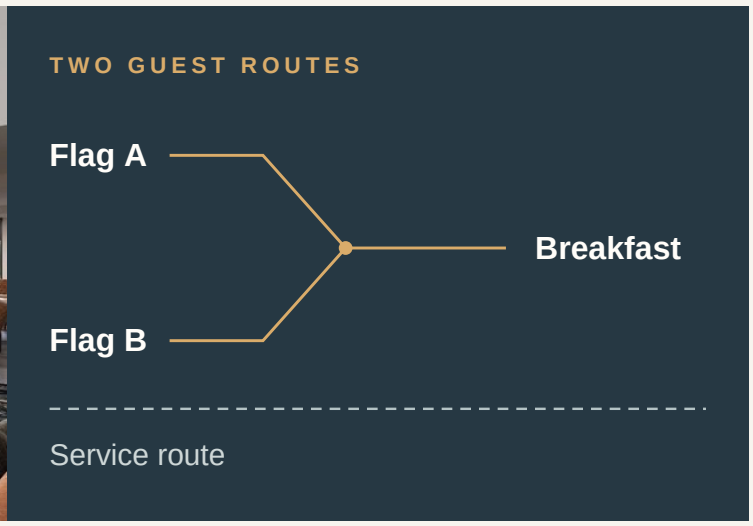
DUAL-BRAND DESIGN

Two hotel brands, one building. What should you share?

Decide what both flags can use, where each needs its own identity, and what those choices mean for your furniture budget.

Zachary Netherland / April 9, 2026





SpringHill Suites + TownePlace Suites, Greenville, Texas · Lobby design rendering

The best time to decide whether two brands should share a breakfast room is before anyone prices the furniture. Picture a busy morning: guests coming down at once, staff restocking the buffet, and people cutting through with luggage. One room may work beautifully. It may also need more storage, different signage, or a different route to the elevators than the first plan allowed.

Walk both hotels on one plan

Trace each guest's trip from the front door to the room. Then trace the routes for housekeeping, receiving, and breakfast setup. A shared loading area or storage room is easier to judge when you can see who uses it and when. For each shared space, write down who operates it and what each brand still needs to review.

A furniture schedule can make these decisions visible. Mark each line **Shared**, **Flag A**, or **Flag B**. A lounge chair used in both reception areas might go on one order. Two cabinets that look the same may need separate specifications if the appliance, outlet, or clearance changes. Keep the approval next to the item so an alternate doesn't quietly change both scopes.

Make room for a local idea

The SpringHill Suites and TownePlace Suites design in Greenville, Texas takes its cues from aviation. That local story belongs to the property. It gives the design team a direction for the public spaces while the owner works through what the two flags can share.

Bring your marked-up plan to the budget meeting. JSM Procurement + Design can help turn those shared and separate decisions into specifications and an order the project team can use.

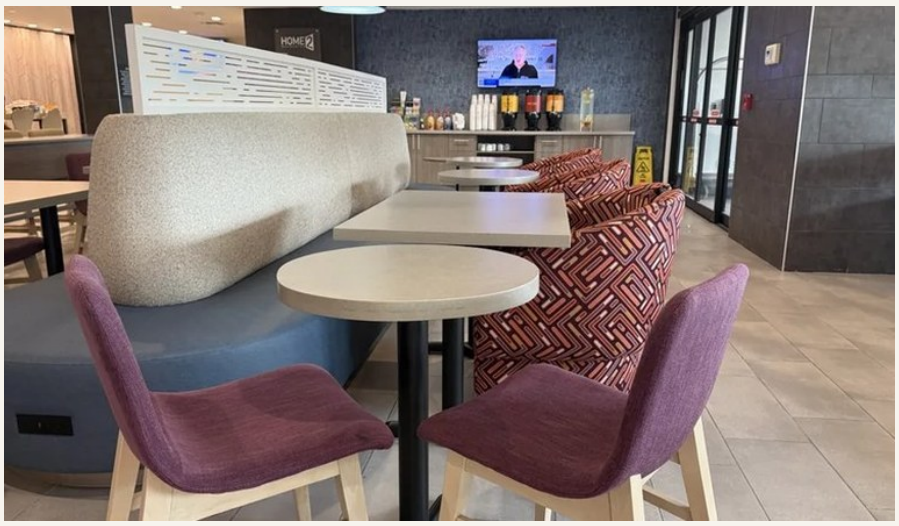
NEXT STEP **Plan your dual-brand FF&E scope** Article online

MATERIALS & MAINTENANCE

Choose hotel finishes for the busiest hour

Follow a rolling suitcase, talk to housekeeping and check how a finish is maintained before you buy it.

Zachary Netherland / June 4, 2026



WHERE TO LOOK FIRST

Space	Check
Entry	Luggage contact / edge repair
Breakfast	Spills / approved cleaner
Sunny seating	Daylight / exposure documentation

Watch a hotel lobby during a busy check-in. Luggage catches the same corner. A guest sets a wet drink on the same table. Someone pulls out the chair closest to the door. The finishes that see the hardest use are easier to spot on site than in a presentation.

Start with what staff will clean and repair

Ask housekeeping what they use to clean a spill and maintenance how they fix a worn edge. Compare those routines with the manufacturer's instructions. On upholstery, look at the performance information for how you'll use it. If two fabrics quote abrasion ratings, check that the test methods match before comparing the numbers.

At the entry, think about the kind of wear that actually comes in: wet ski boots, beach sand, rolling bags. Where furniture meets that traffic, ask whether the edge can be touched up, the glide replaced, or the upholstery repaired without replacing the whole piece.

Review a sample in the room

Look at a sample large enough to show the pattern in the property's lighting. Hold it against the adjacent finish, then ask about lead time and what happens if you need more later. A sample you can see, clean and order again makes for a better decision than a picture alone.

Start with the surface you expect to take the most abuse. JSM Procurement + Design can help compare sample options for that spot before you commit to a full package.

> *Choose hotel finishes for the busiest hour*

NEXT STEP **Compare finishes for busy hotel spaces** Article online

FABRICS & FINISHES

Pick Hotel Fabrics for the Way Guests Use Them

A breakfast banquette and a guestroom chair can wear the same color. They need different conversations about cleaning, daylight and repair.

Cris Haest / October 21, 2026



SAME COLOR, DIFFERENT JOB

Location	Ask first
Breakfast	Routine cleaners and replaceable seats
Guestroom	Daylight and wear on arms and edges

Imagine a cup of coffee spilling on the banquette closest to the breakfast station. There's another guest waiting to sit down, and the staff has a few minutes to clean it. That's a better starting point for choosing the upholstery than the largest number on the sample card.

Give the supplier a real scene

Say where the material goes and what a normal shift looks like. Will luggage bump the corner of the casegoods? Is that chair against a sunny window? What cleaner does housekeeping already use? At a renovation, ask the team to point to the place that wears out first. It may be a seam, an edge or an arm rather than the largest surface.

Set samples against the neighboring finishes and look at them in the light they'll actually get. A fabric or laminate can read very differently a few feet from a window.

Compare the paperwork with the sample

Check the supplier's test method and recommended use, then read the care instructions. When you're comparing abrasion results, make sure you're comparing the same test method. Ask about cleaners, sunlight exposure and the applicable project requirements. A result won't tell you whether a particular cleaner is allowed or whether the seam is where the fabric will fail first.

Decide how you'll fix it

Ask whether the hotel can replace the cushion, panel or edge without replacing the entire piece. Find out how to identify and reorder the part. If the finish is difficult to match later, discuss whether keeping some spare material makes sense.

At JSM Procurement + Design, we start with the room and what its staff needs to do every day. Take one space that gives your team trouble and put two samples through the same three questions: how will it wear, how will we clean it, and what happens when it needs repair?

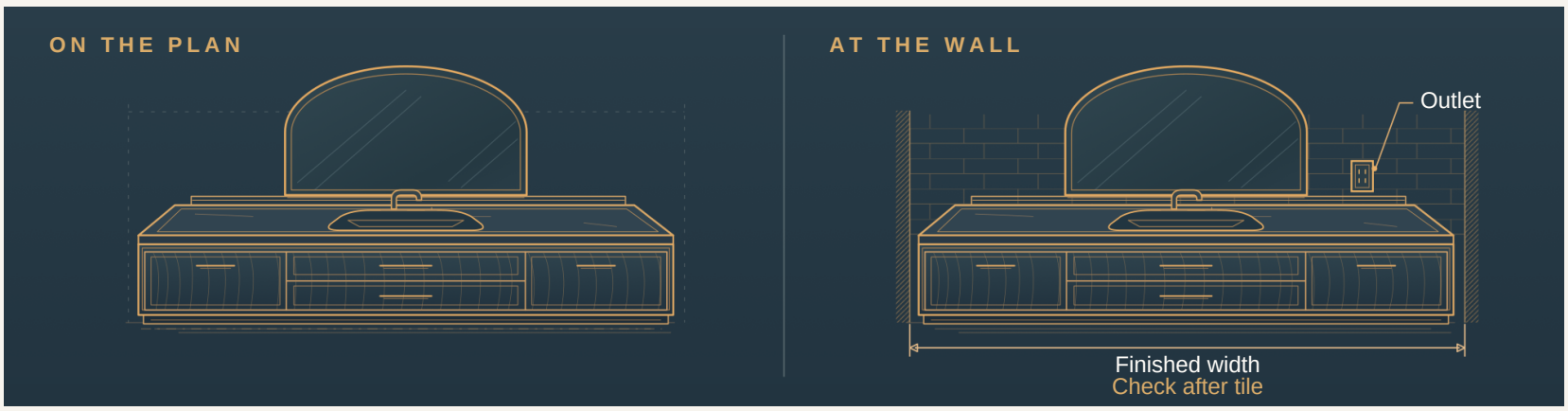
NEXT STEP **Request the Hospitality Performance Fabric & Finish Guide** Article online

FIELD VERIFICATION

Before the millwork order, check the wall

Catch the outlet, finish, and fit conflicts that can turn a straightforward vanity or headboard into an expensive field change.

Zachary Netherland / January 3, 2026



The vanity fits on the drawing. Then the tile goes in, the outlet isn't where the plan shows it, and the cabinet has nowhere to go. By delivery day the options are a field cut, a reorder, or a room that isn't ready. A good site visit finds those problems when the shop drawing can still change.

Measure what the cabinet has to clear

Bring the current drawing and start where the fit is tight: a vanity between two walls, a headboard with built-in lighting, or a cabinet that needs access to a shutoff. Check the opening at more than one point. Look for the thickest finish, the high side of the floor, and the utility locations behind the piece. If the room is still being demoed, mark what has to be checked again once the conditions are known.

One room rarely settles the question for the whole floor. If you spot a different layout, record which rooms it applies to. A photo tied to the room number beats a picture nobody can place three weeks later.

Leave an instruction someone can act on

Write the open item on the drawing: **Confirm outlet centerline before vanity release.** Name who's checking it and when. LiDAR can help JSM Procurement + Design put the plan and the existing space side by side. The millworker still confirms the field measurements that govern fit and puts them in the shop drawings.

Before approving fabrication, look for three things: the current drawing, the field dimension, and the person who confirmed it. If one is missing, hold that piece and keep the rest moving.

> *Confirm outlet centerline before vanity release.*

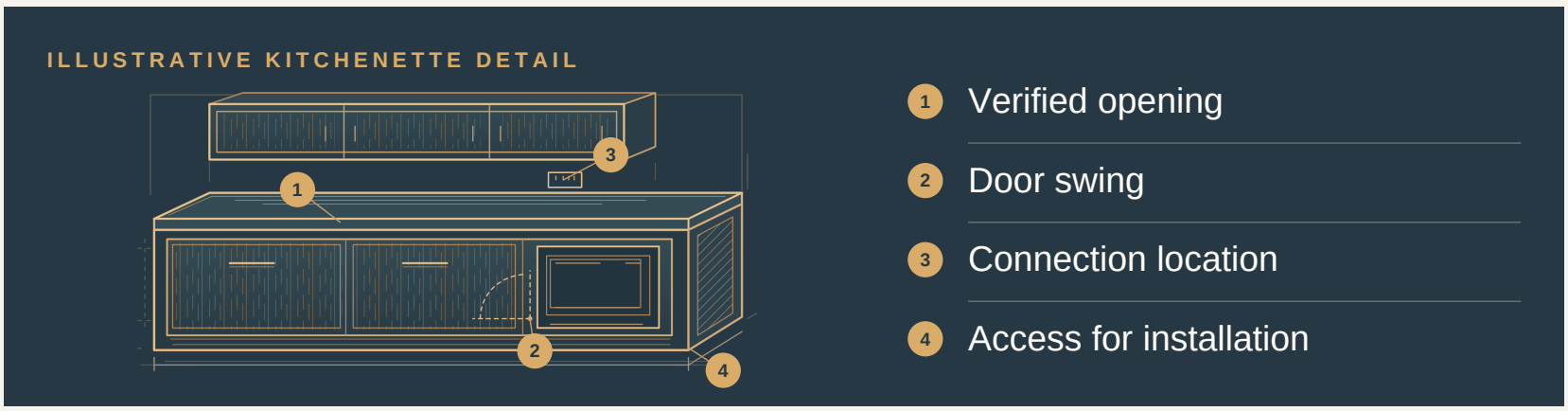
NEXT STEP **Plan your millwork field review** Article online

PROTOTYPE DESIGN

What to check before Home2 Suites millwork goes into production

Use the guestroom kitchenette to check the details that connect a furniture order to the actual room.

Zachary Netherland / March 5, 2026



A kitchenette can fit on the drawing and still leave the appliance door hitting the next cabinet. Some of the most useful checks before a Home2 Suites order are that simple. Open the door. Trace the plug. Follow the cabinet from the loading area to the room.

Start with the kitchenette

Have the designer, field team and fabricator look at the same appliance specifications and cabinet drawings. Confirm the applicable brand package and approved changes. Then compare the appliance's required clearances and connections with what can be verified on site. Existing-condition scans can help the team spot where to look; the fabricator still needs the field measurements that govern the shop drawings.

The same review is useful across the hotel. In the lobby, check how seating fits around circulation and floor power. On a patio, discuss exposure and maintenance before choosing a finish. You don't need to review every chair with the same intensity. Spend the time where one decision affects several pieces of work.

Walk the route before arranging the delivery

Trace the largest pieces from the unloading area to the final room. Ask the site team about doors, turns, elevators and staging, and agree on when the rooms can receive furniture. On an occupied renovation, make that plan one phase at a time.

Bring the kitchenette elevation, appliance list and one unresolved field condition to JSM Procurement + Design. We can help you decide what needs to be answered before you release the order.

> *Open the door. Trace the plug.*

NEXT STEP **Review your Home2 Suites FF&E scope** Article online

PART 03 / THE JSM PROCESS

Procurement

Buy the whole package, not just the piece.

Compare what each quote actually includes. Confirm the specification, what it takes to keep the piece in service, and what must be true before you release the order.



Trim and hardware on display at HD Expo 2026

A QUESTION TO TAKE INTO THE PROJECT

What are we buying, and who owns the next step?

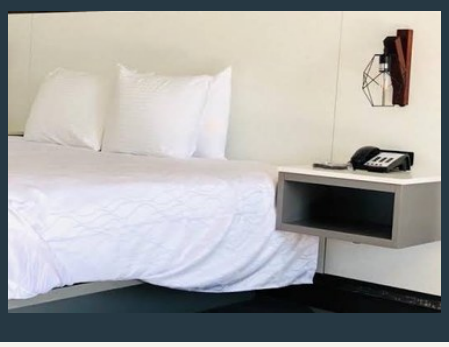
PROCUREMENT BASICS

How Hotel FF&E Procurement Works

Follow one piece from a designer's selection to a checked, delivered order.

Zachary Netherland / June 23, 2026

FOLLOW THE NIGHTSTAND



ONE ITEM, FOUR CHECKS

Stage	What stays with the order
Intent	Fits beside the bed
Specification	Width, drawer swing, finish
Order	Approved item, quantity, delivery window
Receipt	Count pieces and log damage

A designer picks a nightstand. It looks right and fits the budget. Before you order one for every room, someone has to check that it fits beside the bed, leaves room to open the drawer, and will be there when the floor is ready. That's FF&E procurement: buying the hotel's furniture, fixtures and equipment and making sure each order is ready for the site.

Make the specification ready to buy

Start with what was approved: size, finish, quantity and the current drawing. Flag matters the site or fabricator still needs to verify. If the supplier proposes a different finish or construction, take it back to the person responsible for approval while the order is still open.

Price the whole order

Compare what the quotes include. Look at the finish, packaging, freight, delivery into the building, care instructions and access to replacements. Check when the supplier can start and what it needs first. A lower price is only useful if you know what it buys.

Follow it through delivery

Release the approved order against the project schedule. Track what's being made, what's in transit, and what the site can receive. Give the receiving team the quantities and delivery sequence, then record shortages or damage against the right order. That record helps everyone find the answer when a box goes missing.

If your designer is already on the project, JSM Procurement + Design can work from their documents. If you're still choosing finishes or furnishings, we can bring sourcing and lead times into the conversation early.

NEXT STEP **Explore hotel FF&E procurement** Article online

PROTOTYPE PROCUREMENT

Before you price a Hampton or Home2 Suites project

Start the budget with the brand package that applies to the property, then identify exceptions, open selections and items affected by site conditions.

Zachary Netherland / March 2, 2026

BEFORE PRICING THE PACKAGE

Defined	Select	Confirm
Guestroom chair and finish are already specified.	The lobby lounge chair is still to be selected.	A proposed alternate is awaiting review.
Price as specified	**Carry an allowance**	**Show it separately**
Use the scheduled item and quantity.	Set aside a budget until the owner makes the selection.	Keep the specified item in the base budget until approval.

At the first furniture budget meeting, put the applicable franchise design package and the current room drawings on the same table. It's easier to settle what the team is pricing while the documents are open in front of everyone. A previous hotel can be a useful reference. Its approvals and selections don't automatically carry over.

Sort the decisions while the budget is still flexible

Separate the items already defined in the package, those your team still needs to select, and those that need a decision or approval before the order can go out. If a change is under review, write down what the budget assumes for now. The owner should be able to tell which assumptions are still open.

On a Hampton by Hilton project, look at the guestroom work area, seating and window treatments alongside the room layout. For a Home2 Suites project, give the kitchenette, storage and work surfaces an early look. Use the actual property drawings and requirements to decide what needs a closer review.

Price what you know and name what you don't

Have the purchasing and site teams flag anything depending on a lead time, a field check or a receiving date. Assign an owner and a date to the open decisions. In a hotel that's staying open, confirm when each group of rooms is available before scheduling a shipment against it.

For your next budget review, bring the package reference, the property drawings and whatever exception list you have. JSM Procurement + Design can help separate what's ready to price from the decisions that could still change the scope.

NEXT STEP **Review your prototype FF&E scope** Article online

SOURCING & BUYING

Compare the whole hotel furniture order, not just the chair

Before choosing a supplier, compare what's in the quote, how it gets into the building and what happens when you need a replacement.

Zachary Netherland / June 9, 2026

EXAMPLE: COMPARE THE SAME SCOPE

Scope	Offer A	Offer B
Freight	Included	Not quoted
Placement	Confirm	Included
Replacement parts	Confirm	Confirm

The chair in the showroom may be exactly the one you want. Now ask what happens when you order it for a hotel. Will the finish match the sample? Does the warranty cover the use you have in mind? Can the supplier replace a glide or a damaged seat without starting over? The answers help you decide what's worth buying.

Put both offers on the same footing

Tell each supplier where the item will go, how many you need and how the delivery has to work. Then line up what's included: product, freight, placement or assembly, and support after delivery. If a line is missing, ask who is carrying it and what they've priced before making the comparison.

Look at what you're getting for the money. A standard dining chair can work well when the finish, upkeep and replacement options suit the property. A specialty supplier or custom fabricator makes more sense when the piece needs to fit an unusual opening, solve a particular use, or carry an important design detail.

Protect what you approved

Keep a labeled finish sample and confirm how it connects to the order. For a custom piece, compare the shop drawings and finish sample before releasing production. For standard pieces, check what the supplier can still provide when a hotel asks for a replacement later. If there are phases, talk through how the shipment will be packed and labeled.

Bring two quotes for the same item to JSM Procurement + Design. We can help you compare them on the same basis and spot which costs or responsibilities still need an answer.

NEXT STEP **Compare your hotel sourcing options** Article online

PROPERTY SPOTLIGHT

DoubleTree Arlington: Buying for Three Different Rooms in One Hotel

The best purchase for a quiet lobby at noon may be wrong for the same lobby at check-in. Apply that test to the bar and ballroom, too.

Zachary Netherland / March 9, 2026



DoubleTree by Hilton Arlington DFW South · Public bar and lounge

BUY FOR THE BUSIEST HOUR

Lobby at check-in
Queue, bags, and seating

Bar during service
Stool clearance and staff route

Ballroom between events
Turnover, storage, and handling

Walk into DoubleTree by Hilton Arlington DFW South and you can see how many jobs one hotel has to do. The lobby handles arrivals, the Brass Spur serves guests, and the ballroom has to be ready for the next event. The renovation is part of our team's past experience in sourcing durable guestroom furnishings. Its public spaces offer another useful point of reference: every room has a moment when it has to work hardest.

Lobby: when arrivals bunch up

Walk the room with a rolling bag. Where would you stop to find the front desk? Can someone wait comfortably without standing in the path of other arrivals? Make sure the seating still leaves a clear route on the busiest part of the day, not just when the lobby is empty.

Bar: when every seat is in use

Pull a chair out as someone would, then walk the service route. The space has to work with chairs occupied and staff moving around them. Consider what happens when a drink spills, a seat wears out or a stool gets banged against the bar. That's how a conversation about material or repair starts to earn its place in the budget.

Ballroom: when the room turns over

Ask the setup team to walk through how they go from one event layout to another. Watch where chairs and tables go in between. The route to storage, the doors and the handling equipment matter as much as how a chair looks at a table.

If you're planning work in a full-service hotel, tell JSM Procurement + Design which spaces are on the list and what a busy day looks like. We can help make that part of the brief before you start buying.

NEXT STEP **Talk to JSM about sourcing for your hotel** Article online

HOSPITALITY UPHOLSTERY

Choose hotel upholstery for the way the room gets used

Start with traffic, spills, and cleaning, then use the supplier’s data and samples to decide what belongs in each room.

Zachary Netherland / April 4, 2025



LOOK AT THE PIECE IN USE

Traffic	Front edge
Cleaning	Seat seam
Light	Window side

A fabric can be right for a headboard and wrong for the front edge of a breakfast banquette. Guests slide in and out of that seat all morning, bags catch the corner, and housekeeping still needs to get coffee out of it. Start there, with how the room actually gets used.

Bring the swatch to the room

Look at it under the lighting guests will see. Hold it beside the flooring and other finishes, and check how the pattern falls at the seams and corners. In a sunny lobby, ask for data that fits the exposure. For a guestroom bench, think about the luggage that lands there. At a long breakfast banquette, ask whether an individual seat can be recovered without taking the whole run out of service.

Give housekeeping a vote

Read the manufacturer’s cleaning instructions with the people who will use them. Ask which cleaners are permitted, what the warranty covers, and whether you can buy replacement yardage later. Request the product-specific test method and result, and compare them with what the project calls for. Higher numbers from different abrasion tests don’t tell you which fabric is right for the seat.

Bring your two favorite swatches and the room they’ll go in. JSM Procurement + Design can help compare the finish, care requirements, availability, and how it will be used before you buy yardage or place a furniture order.

> *Give housekeeping a vote*

NEXT STEP **Compare upholstery options for your hotel** Article online

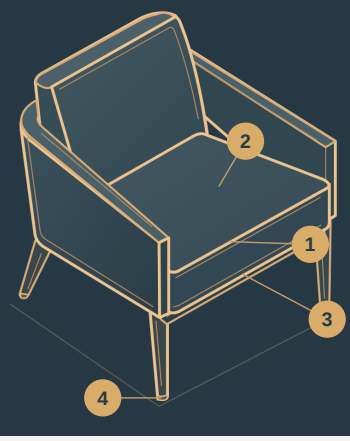
MATERIALS & MAINTENANCE

Buy the Hotel Chair You Can Keep in Service

Spend less time reading green labels and more time asking which parts you can repair, clean or replace.

Zachary Netherland / March 7, 2025

ANATOMY OF A CHAIR YOU CAN KEEP



1. Seat cover · Can it be changed?
2. Cushion · Can you order one?
3. Frame · Can it be repaired?
4. Glides · Are spares available?

A seam splits on a lobby chair. On one design, the seat can come off and be recovered. On another, the simplest fix may be replacing the whole chair. Both looked right in the room. Their difference shows up in the maintenance budget.

Keep what has useful life left

Before a renovation turns into a wholesale replacement list, walk the hotel with operations. A sound frame may be worth reupholstering. A damaged frame in the breakfast room may not. Look at the condition, repair costs and the intended location before deciding what stays.

Make your housekeeping routine part of the spec

Tell the supplier what the property uses to clean and how often the area needs attention. Ask for care instructions for the actual finish you're considering. Find out which parts can be ordered separately, how long the supplier expects to carry them, and who would make the repair. Save the part numbers with the item schedule so operations can find them later.

Ask what the claim applies to

A supplier's environmental claim might describe a material, a product line, or its company practices. If it matters to your decision, get the supporting document for the item on your quote and check what it covers. Then compare that information beside price and maintenance, rather than choosing from the label alone.

Start with the item you use hardest or buy in the largest quantity. JSM Procurement + Design can help you compare the options before you order them for every room.

NEXT STEP **Compare materials and sourcing options for your hotel** Article online

FIELD NOTES

What Makes Our Shortlist at HD Expo?

Four questions that help a good-looking showroom find earn a spot in a real hotel project.

Zachary Netherland / April 28, 2026



A SHOWROOM FIND EARNS ITS PLACE

Room in mind
Care instructions
Order capacity
Installed cost

If a chair catches our eye at HD Expo, the first thing we want to know is where we'd put it. A breakfast seat, a lobby lounge chair and a poolside lounger have different days at work. Once we know the job, the questions get interesting.

Could the hotel live with it?

Sit in it. Look where the seams meet. Ask the exhibitor which cleaner they recommend and whether a worn part can be replaced. Those answers can keep an option in the running, especially if the room sees steady use and the staff needs to turn it quickly.

Where does it fit?

Look at the dimensions and the range of finishes. Is this the right scale for the room? If it's an alternate, what's different from the item in the design or prototype? Bring back a specification and a sample so the project team can compare them with the actual requirements.

Could we buy it in the quantity we need?

Ask about the order size, the lead time for the chosen finish and whether that can change by configuration. Find out how it ships and how replacement parts are ordered. A floor sample tells you how a piece sits, not how a shipment of them will arrive.

What would it cost to have it in the room?

Get past the unit price. Compare what it will take to ship, receive and assemble it, along with how the hotel will care for it. Put a note next to any cost that isn't known yet, so a placeholder doesn't turn into someone's budget.

We come home with photos, but the shortlist is what we use. Write the intended room next to each find, add the answers you have, and flag the one thing that needs a follow-up before it goes in front of the owner.

> *We come home with photos, but the shortlist is what we use.*

NEXT STEP **See what JSM took away from HD Expo 2026** Article online

FIELD NOTES

Beyond the Showroom at HD Expo 2026

Our Las Vegas show-floor notes: texture indoors, better questions outdoors, and what makes an idea worth bringing home.

Zachary Netherland / May 18, 2026



NOTES FROM LAS VEGAS

"What would it take to use this every day?"

JSM Procurement + Design at HD Expo 2026

It's easy to remember the piece that stopped you in an aisle at HD Expo. The harder part is deciding which one you'll still want after you've talked to the people who place the order, clean it and use it every day. A few things stood out to our team in Las Vegas.

Warmth in the details

We kept stopping for softer shapes and warmer finishes. A layer of texture on a side table, or a chair with a gentler profile, can make a hotel lobby feel more inviting without calling for a complete redesign. It's worth asking where you'll get the most from that change. A finish that makes a great accent table may not be the one you want on every seat or surface at breakfast.

Better reasons to linger outdoors

The outdoor collections got us thinking about patios as rooms in their own right. If guests can have their coffee, read, or sit down with friends, the property has another useful space. Once a piece catches your eye, try moving it. Ask how the fabric cleans, whether cushions have to come inside, and if the property can order replacements. Those are good questions to ask with the manufacturer standing right there.

What earns a trip back to the office

We came home with ideas and questions, not a shopping cart. When a piece looks promising, get a sample and ask the supplier how soon it can deliver to your market. That's enough to take a good idea from the show floor into a real project conversation.

Putting together a lobby or patio shortlist? Bring a few favorites and the plan to JSM Procurement + Design.

NEXT STEP **Talk to us about sourcing for your hotel** Article online

ORDER RELEASE

Is the furniture ready to order? Is the hotel ready to receive it?

Make sure the right item is approved, fits the site, and has a workable delivery plan before you release the order.

Zachary Netherland / April 13, 2026

ONE ORDER. TWO DECISIONS.

Example item	Ready to order?	Ready to receive?
Lounge chairs	Approved	Receiving confirmed
Reception desk	Hold for field measure	Date pending
Banquette	Finish approved	Confirm delivery route

The lobby chairs are approved. The reception desk is waiting on a field measurement. The contractor can only take one of those deliveries next month. That's a normal purchasing meeting. Trouble starts when all three decisions get rolled into one "approved" stamp.

Read the quote against the job

Line up the supplier's quote with the current specification, approved finish, and count by room. A similar-looking substitute can bring a different size, cleaning routine, or lead time. Mark items with open owner or brand decisions separately. Have the contractor, trade, or fabricator confirm the dimensions that control fit; keep the current shop drawing with the order.

If only part of the order is ready, release the parts that can sensibly move on their own. Attach a name and due date to everything on hold so those decisions don't disappear when the purchase order goes out.

Follow the crate all the way in

Get the supplier's current production and shipping dates. Then follow the delivery route: truck access, unloading, staging, elevator, and the final room. Ask the designated receiving party who will count and inspect the shipment. Decide where the delivery goes if the floor isn't ready, and who records any shortages or damage.

JSM Procurement + Design helps owners, suppliers, and contractors work from the same release and delivery plan. Take the list to your next coordination meeting and decide what can move, what needs an answer, and who's getting it. That's more useful than another date penciled in at the top of a quote.

NEXT STEP **Discuss your FF&E release plan**

PART 04 / THE JSM PROCESS

Delivery & Closeout

Make the handoff as deliberate as the design.

Plan how the goods get from the truck to the room. Then leave operations with the approved selections, care instructions, and open items they will need after the doors open.



Hy-Lo Hotel, Calera, Oklahoma · Completed breakfast and social area

A QUESTION TO TAKE INTO THE PROJECT

What does the team need on opening day and the day after?

DELIVERY & INSTALLATION

Before the FF&E Truck Arrives

Schedule the handoff, from finished measurements to the unloading spot and the person meeting the truck.

Zachary Netherland / July 6, 2026

Your new lobby sofa can be exactly what you ordered and still spend the afternoon on a truck. Maybe the service elevator is booked by another trade. Maybe the floor isn't ready. Both problems are fixable before delivery day, when there's a lot more room to move.

Release the piece against the finished room

Start with the details a supplier can't see from the factory. Will the banquette fit between the finished walls? Does it need a cutout for an outlet? Can it get around the turn from the service elevator? Agree on who measures, which drawing the fabricator is using, and who approves that final drawing before production starts.

Walk the route from the curb to the room

Review unloading hours, doors, the freight elevator and temporary staging with the contractor. If the hotel is open, find out when guests and housekeeping are least likely to be using that route. Move the delivery date, split the order by floor, or book staging now if the site can't use everything when it arrives.

Give receiving one name and one list

Someone needs to know what's on the truck and where it goes. Give the receiving lead the order list, the install sequence, and the contact for shortages or damage. Ask where unopened, damaged or early cartons should go so they don't disappear into the wrong room.

Before the next order goes out, put your dimensions, delivery route and receiving lead on the same sheet. JSM Procurement + Design can help you build that handoff into the purchase schedule.

FROM CURB TO ROOM

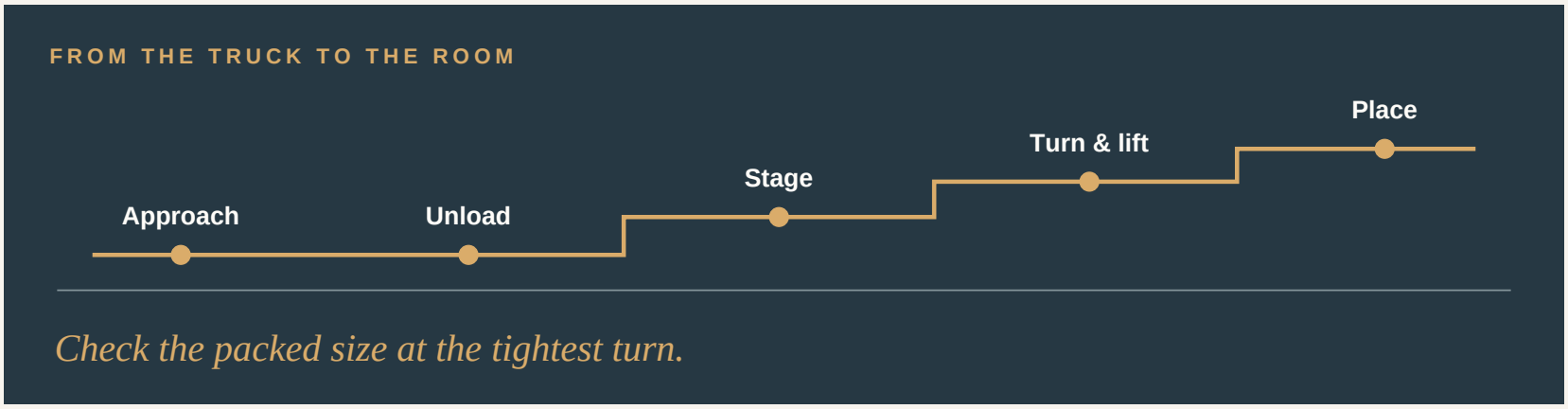


DELIVERY & ACCESS

Can the Furniture Make It to the Room?

The delivery plan for a remote lodge or a tight city hotel starts with the biggest piece on the order.

Zachary Netherland / May 27, 2026



A lobby sofa can fit beautifully on the plan and still get stuck at the first turn. The carrier may have a perfectly good route to the hotel but nowhere to unload. The installer may have a clear path from the dock to the elevator and no place to put the shipment when the rooms aren't ready.

Work through those moments in that order, before anyone books a truck.

Start outside

Give the carrier more than the address. Show them the turn into the property, the unloading spot, and any hours or vehicle restrictions. At a lodge, that may mean a narrow approach or a seasonal road closure. Downtown, it may mean one loading window shared with the hotel and the contractor. If the last stretch calls for a smaller truck, get the transfer into the schedule and budget while you still have choices.

Follow the largest piece

Walk the route with the installer and check it against the **packed** dimensions of a sofa, headboard or other bulky item. Start at the unloading point, take the turns as the crew will take them, and check doorways, the elevator and the final approach. If a piece only fits unboxed, agree where it can be unpacked, protected and inspected. Sometimes a piece made in sections is the simpler buy.

Give the shipment somewhere to go

If finished rooms and protected staging are limited, schedule by floor or area instead of bringing everything in at once. Decide who confirms the rooms are ready, who receives the goods, and where the carrier goes if that changes. Give the crew one current plan and one person to call.

JSM Procurement + Design can help you get those answers before orders go out. Send us a floor plan and tell us where trucks can unload. We'll start with the piece most likely to hold up the delivery.

NEXT STEP **Plan your hotel FF&E delivery with JSM** Article online

PROCUREMENT HANDOFF

The handoff your next hotel needs

A short purchasing record tells the next team what's approved, what's ordered and which decisions are still open.

Zachary Netherland / February 24, 2026

A new project manager asks which fabric was approved. One person sends the original spec, another has a photo of the sample, and a third remembers a change made after the quote. Nobody is sure what the supplier is producing. That's where a handoff earns its keep.

Save the detail someone will wish they'd known next time: a fabric that took too long to replace, a casegood that needed a revised edge, or a shipment that required a different truck. A few useful lines can save the next team from having to sort through an entire project folder.

Leave a record someone can use

Start with the latest specification and the approval that goes with it. Keep the approved sample or a labeled record of it. Link the supplier quote and purchase order, then show where the order stands and who is dealing with the next decision. If a product was changed, make it easy to find out when, why, and who approved the replacement.

Carry forward the lessons, then recheck the order

Old prices, delivery assumptions and dimensions may be useful history. Confirm them for this property before relying on them. If orders are in motion, the first handoff meeting should end with a clear answer to two questions: who speaks for the owner on changes, and who follows up with each supplier?

If you're opening or renovating more than one hotel, bring your current order log to JSM Procurement + Design. We can help identify what's ready to carry forward and what needs a fresh look.

EXAMPLE HANDOFF RECORD

Item	Decision on file	Verify next	Owner
Lobby chair	Finish sample approved	Current lead time	Purchasing
Guestroom drapery	Fabric selected	Window dimensions	Design / field
Reception desk	Detail accepted	Delivery access	Site team

MULTI-PROPERTY OWNERS

Give Your Next Hotel a Head Start

What a multi-property owner should carry forward, what to verify again, and what to hand to operations.

Zachary Netherland / March 17, 2026

CARRY FORWARD	RECHECK HERE	GIVE OPERATIONS
Approved specification	Brand requirements	Replacement part
Finish	Field dimensions	Warranty
Repair note	Delivery route	Service contact

A breakfast chair that has held up well is worth remembering. So is the fact that you can order a new seat without replacing the whole chair. Put those two facts on the same page and the next project has a better starting point than a link to a furniture catalog.

That's the payoff of keeping procurement consistent across a portfolio. Each hotel teaches you something you can use on the next one.

Keep the decision, not just the product number

Save the approved specification, finish, supplier and useful alternates. Add one sentence about why the decision worked. Was it easy for housekeeping to maintain? Could the installer assemble it on site? Was the same finish available on three pieces? That's what lets the next team judge whether it's worth repeating.

Keep the same purchasing log across jobs, too. Owners should be able to see what's approved, what's ordered and what needs a decision without learning a new report for each property.

Give the local team room to make it better

Before repeating a specification, ask the contractor and installer what's different this time. Confirm the current brand requirements, field dimensions, route into the building and schedule before release. Leave a visible record of substitutions. A change that made sense at one property shouldn't quietly become the standard everywhere.

Leave operations a usable handoff

Give the property team the final specifications, replacement parts, warranty information and service contacts. Then write down what you'd repeat and what you'd change while people still remember. The easiest way to start is with one room from your last finished hotel.

JSM Procurement + Design works with hotel owners nationwide. If there's another property in your pipeline, bring us the last project's purchasing log and one decision you'd rather not make twice.

NEXT STEP **Talk through your next hotel project** Article online

JSM PROCUREMENT + DESIGN

YOUR NEXT PROJECT

Let’s create what’s next.

Bring us the building, the brief, or the opening date. We’ll help you work out what needs to happen next.

FOR INFORMATION OR TO DISCUSS A PROJECT

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Use our project inquiry form

