Remote Commercial Sales for Select-Service Hotels

A More Flexible Commercial Model

Built for Performance, Continuity and Cost Efficiency

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Executive summary

For many select-service and extended-stay hotels, the question is no longer whether sales leadership must sit on property every day. The more useful question is whether the hotel has consistent, experienced commercial coverage focused on finding, pursuing and converting the right business.

StanfordG provides remote, hybrid and task-force commercial sales support designed to extend a hotel's selling capacity without requiring the fixed cost and vacancy exposure of a traditional full-time sales position.

REVENUE GROWTH	LABOR COST EFFICIENCY	PERFORMANCE VISIBILITY
+40.8%	**≈68%**	**WEEKLY**
YoY net definite room revenue across 7 established hotels	Lower modeled sales-leadership cost at the portfolio level	Property-level performance reporting and accountability

- **Performance:** Across seven established select-service hotels, 2026 net definite room revenue was 40.8% above the comparable 2025 periods.
- **Efficiency:** The modeled portfolio cost of StanfordG support was approximately 68% below comparable in-house sales leadership.
- **Continuity:** A team-based model helps preserve prospecting, lead response and follow-up when staffing changes occur.
- **Flexibility:** Remote, hybrid and task-force models can be matched to the hotel's market, staffing structure and commercial needs.

The objective is simple: keep the hotel selling, keep the pipeline moving and give ownership clear visibility into performance.

1. The business case for a more flexible sales model

A traditional in-house sales position carries more than salary expense. Benefits, recruiting, onboarding, turnover and periods of vacancy can increase the true cost of maintaining consistent commercial coverage.

- Vacancy exposure. When a position is open, proactive account development and follow-up can slow or stop.
- Ramp-up time. New hires need time to learn the hotel, market, competitive set, systems and account history.
- Competing priorities. At smaller hotels, on-property sales leaders may also be pulled into operational responsibilities.
- Turnover risk. A departure can interrupt account relationships and force the hotel to rebuild commercial momentum.

Illustrative Cost Comparison

Measure	Traditional in-house model	StanfordG model
Relative annual cost	100% baseline	≈32% of modeled in-house cost
Estimated savings	—	≈68% lower modeled cost
Recruiting / onboarding	Hotel responsibility	Included within service model
Coverage during staffing change	May create a vacancy gap	Team-based continuity
Scalability	Additional fixed headcount	Adjustable by property / portfolio need

Cost comparison is illustrative and based on the assumptions used in the underlying portfolio analysis. Actual hotel payroll, benefit costs and StanfordG fees vary by engagement.

Why Continuity Matters

Cost efficiency only matters if commercial momentum is protected. StanfordG's model is designed to keep the essential rhythm of hotel sales moving: prospecting, responding, following up, contracting and reporting.

100%	Team	Flexible
Focus on commercial sales within the assigned scope	Backup capability reduces single-person dependency	Scale support up or down as needs change

2. How StanfordG Remote Commercial Sales Works

Each assigned hotel receives a named commercial sales leader supported by the broader StanfordG team. The seller works the hotel's market from off property, using the hotel's approved systems, account history and commercial priorities.

1. Onboard Learn the hotel, competitive set, rates, demand generators, account history and brand systems.

2. Prospect Identify and qualify corporate, group, government, SMERF, project and other relevant opportunities.

3. Sell & follow up Pursue qualified business, respond to leads, prepare proposals and coordinate contracts and site visits.

4. Report Provide recurring visibility into activity, pipeline, net definite rooms and revenue, and next steps.

Service models matched to the hotel

Service model	How it works	Best suited for
Remote commercial sales	Dedicated off-property commercial sales coverage each week	Hotels without a full-time sales leader or needing added proactive selling
Hybrid sales support	Remote selling combined with scheduled on-property time or support for an existing team	Hotels that benefit from both market-facing presence and remote capacity
Task-force sales leadership	Experienced sales leadership deployed for a defined period	Vacancies, openings, transitions, ownership changes or focused revenue pushes

Built around the hotel's systems and data

Account activity and business history remain in the hotel's or brand's approved sales environment. StanfordG's role is to strengthen execution, not to separate the hotel from its customer relationships or commercial data.

3. Experienced Commercial Leadership, Measured On Outcomes

StanfordG commercial sales leaders bring hotel sales experience across branded and independent environments. They are expected to represent each property professionally, work with discipline and remain accountable to measurable commercial outcomes.

- **Each seller is strategically matched to the assignment based on relevant experience with the required hotel brand, property type, and operating environment, including select service, extended-stay, and independent hotels.**
- **Purposeful Market Engagement.** Our sales approach is tailored to each hotel and its unique market opportunities, keeping the focus on qualified business with meaningful revenue potential.
- **An Extension of Your Hotel.** Our sales professionals represent each property with the same professionalism, responsiveness, and care expected of an experienced member of the hotel's own commercial team.
- **Accountability That Goes Beyond Activity.** We measure success by meaningful commercial progress—pipeline development, conversion, net definite room nights, and revenue—not simply the number of calls made.

2026 Portfolio Performance

Across seven established select-service hotels in the portfolio analysis, StanfordG supported properties produced 40.8% more net definite room revenue than the comparable periods in 2025.

140.8	+40.8%	7
2026 revenue index 2025 = 100	YoY net definite room revenue growth	Established hotels in comparable portfolio

Revenue index protects property-level and unit-cost confidentiality while showing the magnitude of the year-over-year change.

Cost and performance together

Business-case measure	Observed / modeled result
Net definite room revenue	40.8% above comparable 2025 periods
Modeled sales-leadership cost	Approximately 68% below comparable in-house model
Commercial continuity	Team-based support designed to reduce vacancy disruption
Reporting cadence	Recurring property-level performance reporting

These results demonstrate the central business case: a hotel can pursue stronger commercial performance while operating with a more flexible sales-cost structure.

4. Where Remote Commercial Sales Fits Best

- **Virtual-first markets.** Buyers prefer phone, email, and virtual engagement over routine in-person sales calls.
- **Out-of-market decision-makers.** Key buyers and planners are located outside the hotel's immediate market.
- **Competitive talent markets.** High turnover and competition for experienced hotel sales talent make continuity difficult.
- **Operational distractions.** On-property sellers are frequently pulled away from proactive selling to support hotel operations.

The advantage: Remote sales keeps commercial resources focused on finding opportunities, building relationships, and converting business.

When a Hybrid Model May Be Better

A hybrid model works well when a hotel needs sales continuity, local market presence, and flexibility during a transition.

- **Sales leadership transition.** A key seller has departed and ownership wants to maintain or increase sales momentum.
- **Evaluating a new model.** Ownership wants to test remote sales for 60–90 days before determining the long-term structure.
- **Recruiting a replacement.** The hotel plans to hire while maintaining proactive sales coverage during the search.
- **Property support is available.** The on-site team can handle BEOs, site tours, internal meetings, and other operational sales tasks.
- **Local presence still matters.** The hybrid seller can focus on outside calls, backyard accounts, client events, and periodic face-to-face meetings.

The advantage: The hotel maintains local market presence while keeping the sales resource focused on prospecting, relationship development, and revenue-producing activity.

5. Frequently Asked Questions

Can an off-property seller really learn our market? Yes. Onboarding focuses on demand generators, competitors, historical accounts, current production, and the hotel's commercial priorities. Technology expands market visibility through CRM data, digital research, business intelligence, and prospecting tools. Ongoing account development continuously deepens market knowledge and identifies emerging opportunities.

Who owns the accounts and data? The hotel does. Account activity and business history remain in the hotel's or brand's approved systems.

How is performance reported? Reporting is designed to show both activity and outcomes, including prospecting, lead response, follow-up, pipeline development, net definite room nights and revenue where available.

Does this replace the GM's role in sales? No. The GM remains an important local presence for site visits, community relationships, and key accounts. StanfordG expands the hotel's commercial capacity through proactive selling and disciplined follow-up. We recommend a weekly touchpoint with the GM, seller, and appropriate leadership to review results, align priorities, address challenges, and adjust strategy as needed.

Can the model change as our needs change? Yes. Remote, hybrid and task-force support can be matched to the hotel's operating environment and adjusted as staffing or market conditions evolve.

6. Conclusion

The strongest commercial model is not necessarily the one with the most fixed overhead. It is the one that keeps the hotel visible in the market, qualified opportunities moving, and ownership informed.

For select-service and extended-stay hotels, StanfordG remote commercial sales provides a flexible way to maintain experienced sales coverage, reduce dependence on a single on-property position, and focus resources on measurable commercial outcomes.

If your sales position is vacant, stretched thin or simply too costly for the level of production required, StanfordG can model a commercial support approach using your hotel's own needs and performance objectives.

About StanfordG Hospitality Consulting

StanfordG Hospitality Consulting is a commercial leadership company providing remote sales support, hybrid sales leadership, task-force sales leadership and related commercial services for branded and independent hotels.

What we bring	What the hotel gains
Experienced hotel sales professionals	Commercial leadership without relying solely on permanent on-property headcount
Structured prospecting and follow-up	Consistent market activity and pipeline discipline
Flexible service models	Support aligned with the hotel's actual need
Performance reporting	Greater visibility into activity, pipeline and results

Sources and notes

• Portfolio performance: StanfordG reporting for seven established select-service hotels, comparable periods in 2025 and 2026. Revenue includes current-year and future-year bookings.

• Cost comparison: modeled from the assumptions used in the underlying portfolio analysis. Percentages are presented to protect client and unit-cost confidentiality.

• Results vary by hotel, market, rate strategy, demand conditions, inventory, prior-year base and execution. Past performance does not guarantee future results.

• Industry perspective referenced in the original paper: HSMAI, “Should We Move Toward Centralized Sales Departments?”

StanfordG Hospitality Consulting
A Commercial Leadership Company
www.stanfordghospitality.com | 310-526-3741 | sales@stanfordghospitality.com