



THE HOTEL RENOVATION LOGISTICS PLAYBOOK

7 Costly FF&E Mistakes That Can Delay
Hotel Openings (And How to Fix Them)

Keep your project on schedule, reduce costs, and open sooner.



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MISTAKE

1

Ordering Inventory Too Late

Waiting too long to order FF&E items can create a domino effect of delays across manufacturing, shipping, and installation.

Why It Happens

- Purchase orders are released later than planned.
- Manufacturing lead times are underestimated.
- Ocean freight and customs delays aren't factored into the schedule.
- Procurement isn't aligned with installation milestones.

Best Practices

- ✓ Build procurement schedules around your installation dates—not your project kickoff.
- ✓ Include realistic buffer time for manufacturing, international shipping, customs, and domestic transportation.
- ✓ Track every purchase order from the moment it's placed so potential delays can be identified early.
- ✓ Review procurement progress regularly with all project stakeholders instead of waiting until installation is approaching.

Questions to Ask Your Team

- Have all long-lead items been identified?
- Which shipments pose the greatest risk to the schedule?
- Are we reviewing purchase order status weekly?
- If one vendor falls behind, what's our contingency plan?



TTi Tip: Visibility into every purchase order allows TTI to anticipate delays before they impact the project schedule, giving everyone more time to adjust.

MISTAKE

2

Not Having a Warehouse Strategy

Receiving inventory too early increases storage costs. Receiving it too late creates installation delays. The goal is finding the right balance.

Why It Happens

- Inventory is shipped as soon as it's manufactured instead of according to the construction schedule.
- Products arrive without a plan for organization or staging.
- Warehousing decisions are made after procurement instead of during project planning.

Best Practices

- ✓ Coordinate inbound shipments with construction milestones whenever possible.
- ✓ Consolidate inventory at a local warehouse before installation begins.
- ✓ Inspect every shipment upon arrival to identify damage or shortages immediately.
- ✓ Organize inventory by installation phase, building, or floor rather than by arrival date.



Questions to Ask Your Team

- Are we paying to store inventory that won't be needed for several months?
- Is our warehouse organized to support installation—not just storage?
- Can we quickly locate any item if it's requested tomorrow?



TTi Tip: A strategic warehouse plan helps reduce unnecessary storage costs while ensuring inventory is organized, protected, and ready when installation crews arrive.

MISTAKE

3

Poor Labeling & Inventory Visibility

Poor labeling, inconsistent documentation, and limited inventory tracking can lead to misplaced products, unnecessary searches, and costly installation delays.

Why It Happens

- Vendors use different labeling systems.
- Shipments aren't verified upon arrival.
- Inventory isn't tied back to purchase orders.
- Teams don't have visibility into what has arrived and what's still outstanding.

Best Practices

- ✓ Verify every shipment against the purchase order before it enters storage.
- ✓ Standardize labeling across all vendors whenever possible.
- ✓ Organize inventory by floor, room, building, or installation phase.
- ✓ Maintain detailed inventory reports that can be shared with project teams.



Questions to Ask Your Team

- Can we immediately identify where every shipment is located?
- Do we know which items are still in transit?
- Are damaged or missing products documented immediately?



TTi Tip: The easier inventory is to locate, the faster installation teams can work—and the fewer costly interruptions they'll experience.

MISTAKE

4

Assuming Construction Schedules Won't Change

Ownership may accelerate room turnover to begin generating revenue. Contractors may finish ahead of schedule—or encounter unexpected delays.

Projects that rely on a fixed delivery schedule often struggle when timelines shift.

Why It Happens

- Construction progresses faster than anticipated.
- Weather or permitting impacts project timelines.
- Ownership changes opening priorities.
- Trades finish work earlier—or later—than planned.

Best Practices

- ✓ Build flexibility into delivery schedules from day one.
- ✓ Hold regular coordination meetings between logistics, procurement, and construction teams.
- ✓ Monitor project milestones and adjust inventory movement proactively.
- ✓ Keep warehouse inventory organized so deliveries can be accelerated if needed.

Questions to Ask Your Team

- If ownership asks to open one floor early, are we ready?
- Can we adjust delivery schedules with minimal disruption?
- Which inventory is available today if plans change tomorrow?



TTi Tip: Flexible logistics planning allows your project to adapt to changing construction schedules instead of becoming constrained by them.

MISTAKE

5

Treating Logistics Like a Vendor Instead of a Project Partner

Without one logistics team coordinating inventory movement, information quickly becomes fragmented.

Why It Happens

- Communication happens in separate silos.
- No one owns the complete logistics picture.
- Updates aren't shared consistently across teams.

Best Practices

- ✓ Designate one logistics contact responsible for project coordination.
- ✓ Share schedule updates regularly with all stakeholders.
- ✓ Review inventory status before major construction milestones.
- ✓ Resolve transportation or inventory issues before they reach the jobsite.



Questions to Ask Your Team

- Who owns communication when project schedules change?
- Does everyone have the same inventory information?
- Is there one point of contact who can answer logistics questions?



TTi Tip: Having one dedicated logistics partner helps eliminate confusion, streamline communication, and keep every stakeholder working from the same plan.

MISTAKE

6

No Room-by-Room Delivery Plan

Successful hospitality projects stage inventory based on installation priorities—delivering only what crews need, when they need it.

Why It Happens

- Deliveries aren't aligned with construction phases.
- Inventory is staged without installation priorities.
- Installers spend valuable time moving products around the site.

Best Practices

- ✓ Create floor-by-floor or building-by-building delivery schedules.
- ✓ Develop delivery matrices showing exactly what each area requires.
- ✓ Pull inventory specifically for each installation phase.
- ✓ Limit jobsite inventory to what crews can install immediately.



Questions to Ask Your Team

- Does each delivery match the installation schedule?
- Can installers begin work immediately when deliveries arrive?
- Are products staged in the order they'll be installed?



TTi Tip: Sequenced deliveries reduce jobsite congestion, improve installer productivity, and help projects maintain momentum.

MISTAKE

7

No Contingency Plan for Backorders

Backorders happen—even on well-managed projects. The difference is how quickly they're identified, communicated, and managed.

Without a contingency plan, one missing shipment can delay multiple rooms and create costly disruptions.

Why It Happens

- Manufacturing delays.
- Overseas shipping disruptions.
- Limited visibility into purchase order status.
- No formal process for managing exceptions.

Best Practices

- ✓ Track every purchase order throughout the project.
- ✓ Monitor inbound domestic and international shipments.
- ✓ Flag backordered items as soon as they're identified.
- ✓ Develop contingency plans for replacement products or phased installations.

Questions to Ask Your Team

- Which critical items haven't shipped yet?
- If a shipment is delayed, what's our backup plan?
- Can installation continue while waiting for missing items?



TTi Tip: Proactively managing inbound inventory and purchase orders helps identify potential issues early—giving project teams the flexibility to respond before delays affect hotel opening dates.

Bringing It All Together

Successful hotel renovations come down to logistics.

When your warehouse strategy, inventory visibility, and delivery planning work together, you can open on time - on budget.



STRATEGIC WAREHOUSING

Balance inventory availability with storage costs.



COMPLETE VISIBILITY

Know where every item is and when it will arrive.



COORDINATED DELIVERY

Align deliveries with construction and installation milestones.



The right logistics partner helps you stay ahead of challenges, adapt to change, and deliver exceptional guest experiences from day one.

How TTI Supports Hospitality Projects

From boutique renovations to large-scale hospitality developments, TTI helps project teams simplify logistics from procurement through installation.

OUR HOSPITALITY LOGISTICS SOLUTIONS INCLUDE:



FF&E WAREHOUSING AND INVENTORY MANAGEMENT

Secure storage, inventory tracking, and organized warehousing to reduce costs and protect your assets.



GLOBAL AND DOMESTIC INBOUND TRANSPORTATION COORDINATION

Manage shipments from anywhere in the world and deliver to our national warehouses on your schedule.



PURCHASE ORDER TRACKING & VISIBILITY

Real-time visibility into POs, shipments, and inventory so you always know what's arriving and when.



FLOOR-BY-FLOOR DELIVERY SCHEDULING

Detailed delivery plans ensure the right items arrive at the right place, at the right time.



SEQUENCED INVENTORY PULLS

We pull and stage exactly what's needed for each installation phase.



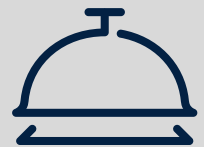
DEDICATED PROJECT MANAGEMENT

One dedicated point of contact oversees your entire project and keeps every moving part aligned.



FLEXIBLE DELIVERY THAT ADAPTS

Construction changes? We adjust quickly to keep your project moving and your opening dates on track.



BUILT FOR HOSPITALITY

Logistics solutions designed for the unique demands of hotel renovations and developments.

READY TO DISCUSS YOUR NEXT HOSPITALITY PROJECT?

Let's connect and build a logistics plan that keeps your project on schedule and on budget.



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SCAN TO
CONNECT WITH
OUR TEAM

