

## Greg Duff

Principal

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Throughout Greg's 25+ year career working in the hospitality industry, he has dedicated himself to helping clients solve the range of legal issues associated with operating a modern hospitality operation – from negotiating management and other operational agreements to advising on the myriad of issues associated with sales distribution and online travel.

Greg is Chair of the firm's national Hospitality, Travel & Tourism practice, which is directed at the variety of matters faced by hospitality and travel industry members, including purchase and sales agreements, management agreements, sales and marketing, distribution, privacy and data security, procurement and technology.

His clients include owners, operators and franchisors of hotels and resorts, airlines, cruise lines, tour operators and restaurants.

Greg has served as counsel to many of the hospitality industry's local, state and national trade associations and trade groups, including the American Hotel & Lodging Association (AHLA), Hospitality Sales and Marketing Association International (HSMAI) and Hospitality Financial and Technology Professionals (HFTP).

Prior to his career in private practice, Greg served in-house legal and business roles with the Westin Hotel Company/Starwood

### Services

Commercial & IP  
Transactions  
Hospitality, Travel & Tourism

### Admissions

Washington, 1994  
Oregon, 2012

Hotels and Resorts, Homegrocer.com/Webvan Group and Columbia Hospitality.

Greg publishes Online Travel Update, a weekly digest offering a global perspective of key trends and issues impacting the hospitality and online travel industries. His Online Travel Update posts appear on Foster Garvey's [Duff on Hospitality Law](#) blog and are syndicated by JD Supra. Since 2019, Greg has been recognized among JD Supra's Top Authors in its annual Readers' Choice Awards, and in 2021, he was recognized as the content platform's [#1 Author in the Transportation category](#).

## Education

J.D., Seattle University School of Law (*magna cum laude*), 1994

- *University of Puget Sound Law Review*, Editor-in-Chief, 1993-1994

B.S., Pepperdine University (*magna cum laude*), 1991

## Honors & Recognition

*The Best Lawyers in America*®, Leisure and Hospitality Law, 2024-present

*Chambers USA* (Nationwide) Leading Individual, Leisure & Hospitality, 2022-present; 2017

Washington Super Lawyer list

*Seattle Met* magazine, "Top Lawyer"

JD Supra Readers' Choice Awards, "Top Author"

Transportation, 2021-present

Airlines/Aviation, 2019-2020

## Professional Activities

American Hotel & Lodging Association (AHLA), Member

- Distribution Community of Interest Board
- General Counsels Committee

Foster Garvey, Firm Co-Chair, 2019-2020

Garvey Schubert Barer, Firm Chair, 2016-2019

Hospitality Sales and Marketing Association International (HSMAI), Member

- Global Distribution Advisory Board

Oregon Restaurant and Lodging Association (ORLA), Member

University of Washington School of Law, Hospitality Law, Part-time Lecturer

Washington Lodging Association (WLA), Member

## **Experience**

### **GSB Represents Evolution Hospitality in Sale**

GSB represented the sellers of Evolution Hospitality in its sale to Aimbridge Hospitality. Aimbridge is the nation's second largest independent hotel investment and management firm. GSB advised the sellers in all aspects of the transaction, including structure, documentation, buyer due diligence (purchase price included an equity component in buyer), and broad seller due diligence.

### **Integrated celebrity signature restaurants**

Integrated celebrity signature restaurants and/or spas into existing hotel, resort and convention center facilities.

### **Prepared form global group sales and catering contracts**

Prepared form global group sales and catering contracts and supporting materials.

### **Reviewed and negotiated franchise agreements**

Reviewed and negotiated franchise agreements with national franchisors Hilton, Marriott, Intercontinental Hotel Group, Starwood, Carlson, Choice, Jimmy John's, Black Bear Diner and Quiznos.

### **Reviewed and negotiated global distribution, meta-search, daily deal/private sale and on-line marketing agreements**

Reviewed and negotiated global distribution, meta-search, daily deal/private sale and on-line marketing agreements with Expedia, Priceline, Booking.com, Orbitz, Agoda, Ctrip, Alpharooms, Destinations of the World, Hotelied, Google, TripAdvisor, Kayak, Roomkey, American Express, Gullivers Travel Associates, Travelclick, Gilt/Jetsetter, Rue La La and Travelzoo.

### **Reviewed and negotiated global vendor agreements**

Reviewed and negotiated global vendor agreements for the purchase and/or licensing of a variety of goods and services, including in-room entertainment (PPV, FTG); property-management systems (PMS), point of sale (POS), and central reservation systems (CRS); merchant card and payment processing; application development and hosting; and telecommunications (data and voice).

### **Reviewed and negotiated management contracts**

Reviewed and negotiated management contracts for full service, select service, limited service and extended-stay hotels, condominium hotels, resorts, conference centers, timeshare resort homeowners' association, golf courses and restaurants in Arizona, Washington, Oregon, Nevada, California, Colorado, Montana, Hawaii, New York, Louisiana, Nebraska, Tennessee, Massachusetts, Ohio and Texas.

## News

65 Foster Garvey Attorneys Selected to The Best Lawyers in America® 2025, Three Named 'Lawyer of the Year'

*Foster Garvey Newsroom*, 8.15.24

Greg Duff Named 'Top Author' in 2024 JD Supra Readers' Choice Awards

*Foster Garvey Newsroom*, 3.4.24

57 Foster Garvey Attorneys Recognized Among the 2024 Best Lawyers in America; Two Portland Attorneys Named 'Lawyer of the Year'

*Foster Garvey Newsroom*, 8.17.23

Foster Garvey Receives Honors in 2023 *Chambers USA* Guide; 21 Attorneys and 10 Practices Featured

*Foster Garvey Newsroom*, 6.1.23

Greg Duff Awarded Top Honor at 2023 Readers Choice Awards

*Foster Garvey Newsroom*, 3.7.23

Foster Garvey Recognized Among Nation's Leading Law Firms in 2022 *Chambers USA* Guide; 21 Attorneys and 10 Practices Featured

*Foster Garvey Newsroom*, 6.1.22

Larry Brant, Greg Duff and Josh Bloomgarden Named 'Top Authors' in 2022 JD Supra Readers' Choice Awards

*Foster Garvey Newsroom*, 3.7.22

Greg Duff Discusses the State of Face-to-Face Meetings in Insurance & Financial Meetings Management

*Insurance and Financial Meetings Management*, 2.24.22

Foster Garvey Named 'Top Firm' in 2021 JD Supra Readers' Choice Awards; Greg Duff, Larry Brant and Peter Evalds Selected as 'Top Authors'

3.31.21

Greg Duff Shares Post-COVID Insights for Planners in *Insurance & Financial Meetings Management*

*Insurance & Financial Meetings Management*, 3.2.21

Greg Duff and Ruth Walters Highlight Potential Legal Issues of Post-COVID Social Media Efforts in *Hotel Executive*

*Hotel Executive*, 2.7.21

Greg Duff Quoted in *Hospitality Upgrade* About Security of Hotel Guest Data  
*Hospitality Upgrade*, 12.11.20

Greg Duff Shared Important Best Practices on Hotel Guest Communications in the COVID-19 World at the Virtual Hospitality Law Conference  
*Hotel News Now*, 10.9.20

Foster Garvey Recognized as 'Top Firm' in 2020 JD Supra Readers' Choice Awards; Greg Duff and Larry Brant Named 'Top Authors'  
*Foster Garvey Newsroom*, 4.29.20

Greg Duff Quoted in *Hotel News Now* on Hoteliers Seeking to Make Up Revenue Losses from COVID-19  
*Hotel News Now*, 3.27.20

Greg Duff Quoted in *Hotel News Now* on Indie Hotel Response to COVID-19 Fallout  
*Hotel News Now*, 3.25.20

Foster Garvey and COVID-19 - Safety and Service  
*Foster Garvey Newsroom*, 3.13.20

Lynn and Mike Garvey Donate \$50 Million Toward Brain Health Research to the University of Washington  
*Foster Garvey Newsroom*, 10.3.19

Foster Pepper and Garvey Schubert Barer Combine to Create Mission-Driven Firm, Expand Reach and Services  
*Foster Garvey Newsroom*, 10.1.19

Foster Pepper and Garvey Schubert Barer Announce Combination to Create Mission-Driven Firm, Expand Reach and Services  
*Foster Garvey Newsroom*, 6.17.19

"Northwest Firms Combine To Create Regional Powerhouse," Law360  
*Foster Garvey Newsroom*, 6.17.19

Greg Duff and Larry Brant Recognized for Thought Leadership Achievement; Named 'Top Authors' in 2019 JD Supra Readers' Choice Awards  
*Foster Garvey Newsroom*, 4.2.19

Stacy Marchesano and Greg Duff Moderated Two Panel Sessions at Bisnow Summit on How the Hot Seattle Tourism Market Is Impacting the Hotel Industry  
*Foster Garvey Newsroom*, 2.25.19

Greg Duff Quoted in *HowStuffWorks* About the Limits of Guest Privacy in Hotels and Motels  
*HowStuffWorks*, 1.17.18

Greg Duff Quoted in *The Wall Street Journal* Regarding Hotel Guest Privacy  
*The Wall Street Journal*, 1.3.18

## Speaking Engagements

The 2024 Hospitality Sales and Marketing Association International (HSMAI) Commercial Strategy Conference  
Speaking Engagement  
Charlotte, North Carolina, 6.25.24

"Are Robots Fixing Prices?" 2024 AHLA Global Technology 100 Meeting  
Speaking Engagement  
6.24

"Legal Focus: Key Topics Shaping the Venue Industry Landscape," International Association of Venue Managers Region 4 Conference  
Speaking Engagement  
Tacoma, WA, 4.30.24

"Legal Views on Distribution," HEDNA Global Distribution Conference  
Speaking Engagement  
New Orleans, LA, 1.17.24

Greg Duff Speaks at HSMAI Chief Sales Officer Executive Roundtable  
Speaking Engagement  
Long Beach, CA, 11.8.23

"Hospitality Mergers and Acquisitions Marketplace," Oregon Restaurant and Lodging Association Webinar  
Speaking Engagement  
Webinar, 7.18.23

"Legal Lens: Building a Future Proof and Compliant Distribution Strategy" HEDNA Global Distribution Conference 2023  
Speaking Engagement  
Seattle, WA, 1.25.23

"Headlines & Headwinds on the Legal & Regulatory Landscape," 2022 HSMAI Revenue Optimization Conference (ROC) Americas  
Speaking Engagement  
Orlando, FL, 6.29.22

"Contracts: Tales from the Trenches," MPI Cascadia Educational Conference  
Speaking Engagement  
Virtual Event, 3.8.22

"Food Service Contracting 101," Hospitality Lawyer's Legal & Risk Challenges in Contract Food  
Service Management Virtual Seminar  
Speaking Engagement  
Virtual Event, 12.8.21

"Contracts: Tales From the Trenches," MPI Oregon Chapter November Education Program  
Speaking Engagement  
Portland, OR (In-Person & Virtual Event), 11.2.21

"Avoiding Post-Pandemic Legal Landmines," 2021 HSMAI Marketing Strategy Conference  
Speaking Engagement  
Dallas, TX, 9.28.21

"The New Paradigm – Vaccines, Health Passports and other COVID-Related Operational and  
Contracting Challenges," The CIO Summit  
Speaking Engagement  
Atlanta, GA, 9.9.21

"Legal & Privacy," Executive Vendor Summit by Hospitality Upgrade  
Speaking Engagement  
Nashville, TN, 6.10.21

"The Post Pandemic Legal Landscape," HSMAI Industry Webinar  
Speaking Engagement  
Virtual Event, 5.25.21

"Traveler Expectations for Post-Pandemic Travel," Puget Sound Chapter Business Travel  
Association's April General Meeting  
Speaking engagement  
Virtual Event, 4.21.21

"Chief Digital Officer (CDO) Management Company Roundtable," HSMAI Executive Roundtable  
Speaking Engagement  
Virtual Event, 2.25.21

"Chief Digital Officer (CDO) Brand Roundtable," HSMAI Executive Roundtable  
Speaking Engagement  
Virtual Event, 2.23.21

"Chief Sales Officer (CSO) Roundtable," HSMIAI Executive Roundtable  
Speaking Engagement  
Virtual Event, 2.11.21

"Hotel Management Company (HMC) Sales & Marketing Executive Roundtable," HSMIAI  
Executive Roundtable  
Speaking Engagement  
Virtual Event, 2.4.21

"COVID-19 Communications: Necessary Changes in Guest Communications," The Virtual  
Hospitality Law Conference  
Speaking Engagement  
Virtual Event, 10.7.20

"Legal Headlines or Headwinds for Digital Marketers," HSMIAI Virtual Chief Digital Officer  
Executive Roundtable  
Speaking Engagement  
Virtual Event, 10.7.20

"Behind the Scenes of Group Contracting," Puget Sound Economic Summit  
Speaking Engagement  
Virtual Event, 9.16.20

Bi-Weekly COVID-19 Conference Call, HospitalityLawyer.com  
Speaking Engagement  
Virtual Event, 9.14.20

"Vendors, Distributors and Celebrity Chefs 101," Hospitality and Tourism Law Program at  
American University Washington College of Law  
Speaking Engagement  
Virtual Event, 6.20

"Hospitality Employment Law Challenges: Returning Employees to the Workplace"  
Webinar  
Virtual Event, 5.27.20

"Legal Headlines or Headwinds for Digital Marketers," HSMIAI Chief Digital Officer Executive  
Roundtable  
Speaking engagement  
New York, NY, 1.23.20



"Managing Hospitality Contracts for Compliance," Greater Puget Sound Hospitality Finance and Technology Professionals' November Meeting

Speaking engagement

Seattle, WA, 11.19.19

"Distribution Update," American Hotel & Lodging Association's General Counsel Meeting

Speaking engagement

Washington, D.C., 11.14.19

"Best Practices in Contracting," Seattle Southside Regional Tourism Authority

Speaking engagement

SeaTac, WA, 10.28.19

"Distribution 101," Academy of Hospitality Industry Attorneys Fall Meeting 2019

Speaking engagement

St. Louis, MO, 10.17.19

"A Focus on Privacy – California Consumer Privacy Act and GDPR," The CIO Summit

Speaking Engagement

Cambridge, MA, 9.5.19

"Key Legal Issues in Hospitality," 2019 Visit Seattle Hotel Symposium

Speaking Engagement

Seattle, WA, 6.17.19

"The Digital Marketing Legal Landscape," The Hospitality Law Conference Series 2.0 - Houston

Speaking engagement

Houston, TX, 4.9.19

"Lessons Learned: Experiences from the Group Sales Trenches," MPINCC Annual Conference & Expo

Speaking engagement

San Francisco, CA, 2.26.19

"Portland & Puget Sound's Increase In Development, Investment, & Supply," Bisnow's 2019

Pacific Northwest Hotel Summit

Panel Discussion

Seattle, WA, 2.19.19

"Industry Challenges Panel," HEDNA Global Distribution Conference

Moderator

Los Angeles, CA, 1.30.19

"Legal Headlines and Headwinds for Digital Marketers," HSMIAI Digital Marketing Strategy Conference

Speaking engagement

New York, NY, 1.23-24, 2019

"Dealing with the Unexpected," The CIO Summit

Panel discussion

Seattle, WA, 9.6.18

"Key Legal Issues in Hospitality," 2018 Visit Seattle Hotel Symposium

Speaking Engagement

Seattle, WA, 7.31.18

"Distribution 201: An Update on the Changing Distribution World," HLC Series 2.0 - Houston (The Hospitality Law Conference)

Speaking engagement

Houston, TX, 4.13.18

"Kitchen Confidential: Structuring the Celebrity Chef Relationship," HLC Series 2.0 – Houston (The Hospitality Law Conference)

Speaking engagement

Houston, TX, 4.12.18

"Headlines or Headwinds: Legal Lessons for Every Digital Marketer," HSMIAI Chief Digital Marketing Officer Roundtable

Speaking engagement

New York, NY, 2.22.18

"Slips, Trips and Falls: Managing the Inevitable Risks of Any Sports Event," Oregon Sports Summit

Speaking Engagement

Eugene, OR, 2.2.18

"Governmental Regulation – a blessing or a curse for innovation," HEDNA Global Distribution Conference 2018

Speaking Engagement

Austin, TX, 1.31.18

"December Breakfast: Tourism & Hospitality," The Commercial Real Estate Development Association, NAIOP Washington State

Panel Discussion

Seattle, WA, 12.13.17

"The War Rages: Hotels vs. The Distribution Disruptors," Washington Lodging Convention  
Speaking engagement  
Seattle, WA, 10.22-10.24.17

"Hey Alexa, book me a room at..." 2017 CIO Summit by Hospitality Upgrade  
Speaking Engagement  
Denver, CO, 9.7.17

"Key Legal Updates and Issues," 2017 Visit Seattle Hotel Symposium  
Speaking Engagement  
Seattle, WA, 7.18.17

Tackling New Challenges in Asset Management While Maximizing Property Values  
Panel Discussion  
Seattle, WA, 6.8.17

"Unintended Consequences," 2017 Choice Hotel Convention  
Speaking Engagement  
Las Vegas, NV, 5.9.17 - 5.11.17

"Unintended Consequences," The Hospitality Law Conference 2017  
Speaking Engagement  
Houston, TX, April 24-26, 2017

"The Evolution of Contract Negotiations," PCMA/PNW Chapter  
Speaking Engagement  
Seattle, WA, 5.18.16

"Nuts and Bolts of Drafting Management and Franchising Contracts," Hospitality & Travel Law  
Symposium  
Speaking Engagement  
Seattle, WA, 4.15.16

"Keeping Things on the Down Low: Evolving US and EU Privacy Laws", Executive Vendor  
Summit  
Seminar  
March 30-April 1, 2016

"Distribution and the World of Parity," and "Service Charges," Hospitality Law Conference 2016  
Speaking Engagement  
Houston, TX, 2.22.16

"Rate Parity," Digital Marketing Strategy Conference  
Speaking Engagement  
New York, NY, 2.17.16

"HSMIA Lodging Chief Digital Officer Executive Roundtable," The Hospital Sales and Marketing Association International (HSMIA)

Speaking Engagement

Washington, D.C., 12.8.15

"What's Hot and What's Not in Group Contracting," MPI Oregon Chapter

Speaking Engagement

Oregon Convention Center, Portland Ballroom 251, 10.20.15

"Lodging Law Forum," Wyndham World Conference

Speaking Engagement

Las Vegas, NV, 4.1.15

"Why You Should Care About Distribution," Hospitality Law Conference

Speaking Engagement

Houston, TX, 2.10.15

"Contract Review for IT," HITEC 2014 Conference

Speaking Engagement

Los Angeles, CA, 6.23.14

"Legal Corner: Successful Contracting in the Lodging Industry," Hospitality Upgrade's Executive Vendor Summit 2014

Speaking Engagement

New Orleans, LA, 3.25.14

"Hotel & Restaurant Relationships," Hospitality Law Conference

Speaking Engagement

Houston, TX, 2.10.14

Group Sales Contracts: Critical Contract Principles

Speaking Engagement

Portland, OR, 12.16.13

"On-Line Distribution: Overview, Issues, Tips," AHIA Fall Meeting

Speaking Engagement

Los Angeles, CA, 11.8.13

"Do You Know What Your People Are Signing When You Are Sleeping?" HFTP Finance Exchange

Speaking Engagement

Dallas, TX, 10.16.13

"The Shifting Landscape in Hotel Management Contracts," Choice Webinar Series Presentation  
Speaking Engagement  
Seattle, WA, 10.9.13

2013 TNT - Travel & Technology Conference  
Seminar  
Bell Harbor International Conference Center, Seattle, WA, 10.1.13

Best Western Owners' Fall Marketing Meeting  
Speaking Engagement  
Silverdale, WA, 9.17.13

"Legal Corner: Do You Know What Your People Are Signing When You Are Sleeping?"  
Hospitality Upgrade's CIO Summit  
Speaking Engagement  
Washington D.C., 9.5.13

"The Shifting Landscape in Hotel Management Contracts," Choice Hotels International Annual  
Conference 2013  
Speaking Engagement  
Los Angeles, CA, 5.15.13

"Hotel Management Agreements," 32nd Annual Real Property Law Section Retreat  
Speaking Engagement  
Napa, CA, 4.27.13

2013 Northwest Hospitality Forum: Time to Build  
Seminar  
Seattle, WA & Portland, OR, 3.5.13

"The Rising Significance of Guest Information," MPI Cascadia Educational Conference 2013  
Speaking Engagement  
Portland, OR, 3.3.13

"Perspectives on Non-Traditional Online Distribution Channels," 2013 Hospitality Law  
Conference  
Speaking Engagement  
Houston, TX, 2.12.13

TNT-Travel & Technology Conference  
Seminar  
Four Seasons Hotel, Seattle, WA, 10.24.12

"Contracting in the 21st Century: The Rising Significance of Guest Information and Intellectual Property," HFTP's Annual Convention & Trade Show

Speaking Engagement

Orlando, FL, 10.18.12

"The Power of Brands," Washington Lodging Association's Annual Convention & Trade Show

Speaking Engagement

Tulalip, WA, 10.1.12

"Contracts: The Current Trend, Interesting Case Studies and Looking Ahead," 11th Annual PCMA/MPI 2012 Industry Summit

Speaking Engagement

Seattle, WA, 9.27.12

"Group Sales Contracts: Current Trends and Interesting Case Studies," 2012 MPI World

Education Congress

Speaking Engagement

St. Louis, MO, 7.28.12

"The Evolution Continues: Contracting in the Cloud," The Vendors Summit

Speaking Engagement

Scottsdale, AZ, 4.12.12

Hospitality Forum: Playing Your Cards in 2012 - Portland, OR

Seminar

Garvey Schubert Barer, Portland, OR, 3.1.12

Hospitality Forum: Playing Your Cards in 2012

Seminar

Garvey Schubert Barer, Seattle, WA and Portland, OR, 2.29.12

"Group Sales Contracts: Current Trends and Critical Contract Principles," Smart Fam Tulalip

Resort Casino & Spa

Speaking Engagement

Seattle, WA, 12.1.11

"Venue Contracts: The Current Trend, Interesting Case Studies, and Looking Ahead," MPI-OC November Monthly Meeting

Speaking Engagement

North Plains, OR, 11.15.11

"Hotels and Resorts: Time to Check In?," Appraisal Institute's Fall Real Estate Conference

Speaking Engagement

Seattle, WA, 10.27.11

"State of the Industry: Benchmarks and Trends," Washington Lodging Association  
Speaking Engagement  
Seattle, WA, 10.3.11

"Whose Property Is It? Practical Guidance for Handling Third Parties' Music, Images and Brands," Oregon Restaurant & Lodging Association  
Speaking Engagement  
Portland, OR, 9.25.11

"Hospitality, Food and Travel Panel," ZINO Zillionaire Investment Forum  
Speaking Engagement  
Seattle, WA, 9.13.11

"Understanding and Negotiating Leisure Sales Agreements," The 2011 Hospitality Law Conference  
Speaking Engagement  
Houston, TX, 2.9.11

"Where Do We Go From Here? Event Contracting in the New Norm," MPIWSC and PCMA Northwest 9th Annual Meetings Industry Summit  
Speaking Engagement  
Seattle, WA, 2011

"Group Sales," the Hyatt Team at the Grand Hyatt  
Speaking Engagement  
Seattle, WA, 2009

"Mixed-Use Components of Hospitality Development," The Annual Hospitality Construction Expo  
Speaking Engagement  
Orlando, Florida, 2009

"Where Do We Go From Here? Group Contracting for a Challenging Economy"  
Speaking Engagement  
Seattle, WA, 2009

"Thriving in the Recession," NEWH, Inc. Northwest, the Hospitality Industry Network  
Speaking Engagement  
Seattle, WA, 2009

"Contracts Revealed: Understanding Your Event Contract," International Association of Conference Centers 28th Annual Conference  
Speaking Engagement  
Braselton, GA, 2009

"Survival of the Fittest - Preparing to Thrive in the New Economy," Washington State Hotel & Lodging Association  
Speaking Engagement  
Seattle, WA, 2009

"Contracting 101 for People with Better Things to Do," Greater Puget Sound Chapter of Hospitality Financial & Technology Professionals  
Speaking Engagement  
Seattle, WA, 2009

"Buying & Selling Hotels; Successfully Navigating the Landscape of Hotel Deals,"  
Speaking Engagement  
Seattle, WA, 2008

### **Legal Alerts**

FTC Advanced Notice of Proposed Rulemaking Regarding Junk Fees and Drip Pricing; January 9, 2023 Comment Deadline  
*Client Alert*, 11.22.22

City of Seattle Releases Rules for Hotel Employee Protections  
5.18.20

Congress Passes CARES Act: Stimulus Package Includes \$349 Billion for SBA Guarantees of Forgivable Loans for Small and Medium Sized Businesses  
3.27.20

### **Publications**

Minimizing Hotel Liability in a COVID-19 World  
*Today's Hotelier*, January 2021

The Potential New Normal for Restaurants  
*Cheers*, 5.13.20