



SMART HOTEL MANAGER

ENTERPRISE OPERATIONAL READINESS FOR MULTI-PROPERTY HOTELS

2026

Hospitality Operations and Security Report

Urgent incident readiness: what 224 LinkedIn poll votes and 12 direct responses from hotel professionals reveal about coordination, staff training and the cost of delay.

COORDINATION. TRAINING. FIRST ACTION. PROOF.

Survey research with hotel professionals | First edition | September 2026

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RESEARCH SCOPE

This report focuses on readiness to respond when a safety or security incident happens: fire and life safety, physical security, water loss and equipment failure. It looks at how hotel teams find information, coordinate and take the right first action.

EXECUTIVE SUMMARY

Readiness breaks down at the point of execution

Across four LinkedIn polls and 12 direct responses, hotel professionals pointed to the same weak link: turning a plan into a consistent first action across shifts, roles and properties.

50%

chose coordinating the staff response as the hardest part of urgent response to keep consistent across properties. It was the top choice in every group.

14 of 28 votes

45%

chose inconsistent training as the biggest cause of slow staff coordination. Unclear response ownership came next, at 29%.

25 of 56 votes

35%

chose clearer staff responsibilities as the top readiness improvement, with more frequent training close behind (33%) and more drills next (24%).

23 of 66 votes

82%

chose a guest or room impact (complaints and compensation, or rooms out of service) as the biggest cost of slow resolution. An even split would be 50%.

61 of 74 votes

THE CENTRAL FINDING

Hotel readiness depends on whether a team can turn preparation into a consistent first action. Coordination is where response breaks down. Training, clear roles and drills are the fixes hoteliers want. When response slows, the cost lands on rooms and guests.

WHAT LEADERS SHOULD DO NEXT**Assign ownership**

Decide who takes the first action for each incident type, by shift and role.

Train and drill

Build skills with step-by-step training and regular drills, not just written plans.

Test and prove

Time responses by staff who are not the building expert, and track results across properties.

How to read these numbers. People chose to take part and the groups are small, so treat the results as strong signals from hotel professionals, not industry-wide statistics. LinkedIn groups are shown as Group A, B and C.

WHY THIS MATTERS NOW

The industry is shifting from equipment to execution

Hotels have invested in alarms, devices and written plans. The harder question in 2026 is whether the people on shift can act on them quickly and consistently.

Safety mandates now reach training, not just devices

Worker-protection rules require hotels to provide portable safety devices, and some now add training requirements. In Los Angeles County, a device mandate took effect in April 2026, with required training hours for covered employers following in October 2026.¹ A device summons help; people still have to respond.

Staff confidence is a recurring readiness gap

Readiness gaps are not limited to physical incidents. In a 2025 survey of hotel IT and security leaders, nearly half said they lacked confidence in their staff's ability to detect or respond to AI-driven cyber threats.²

Frontline staff often carry the first response

Hospitality research has observed that responsibility for guest safety frequently falls to frontline employees rather than dedicated safety personnel.³ This is why this report tests readiness when the building expert is not available.

INCIDENT CONTEXTS THIS RESEARCH COVERS

Fire and life safety

Evacuation, alarm or smoke response

Physical security

Threat, access or welfare event

Water loss

Leak, shutoff or containment

Equipment failure

Utility or critical-system outage

THE COMMON READINESS LAYER

PREPARE

Training, roles and drills

FIND

Assets, shutoffs and procedures

ACT

Consistent first actions

PROVE

Evidence and portfolio visibility

What “security” means in this report. The report looks at how ready hotel teams are to respond when a safety or security incident happens. It does not rate security staffing, crime prevention, cybersecurity programs, code compliance, emergency plans or life-safety systems. Regulatory references are summaries, not legal advice.

RESEARCH DESIGN

Four LinkedIn polls and one direct survey

Each question is reported on its own. Votes are not counted as unique people, because the same person could vote in more than one poll.

224

Poll votes

4

Poll questions

10

Polls with votes

12

Direct responses

LINKEDIN POLLS (MID-AUGUST TO MID-SEPTEMBER 2026)

Poll	Question	Where posted	Votes	Margin of error
1	Hardest part of urgent response to keep consistent across properties	Groups A, B, C and founder's public feed	28	±19 pts
2	What most often slows staff coordination	Groups A and B	56	±13 pts
3	What would most improve staff readiness	Groups A and B	66	±12 pts
4	Greatest operational impact of delayed resolution	Groups A and B	74	±11 pts

Margin of error shows how much a result could shift with a different set of voters. Groups A and B are general hotel-industry LinkedIn groups; Group C is a luxury-hospitality group. One more post in another group received no votes and is left out.

DIRECT SURVEY (LINKEDIN DIRECT MESSAGES)**4 respondents**

Engineering and facilities leaders completed a three-question survey: response friction, inspection challenges and most valuable improvement.

8 respondents

Operations, security and general managers answered one question, the same as poll 1.

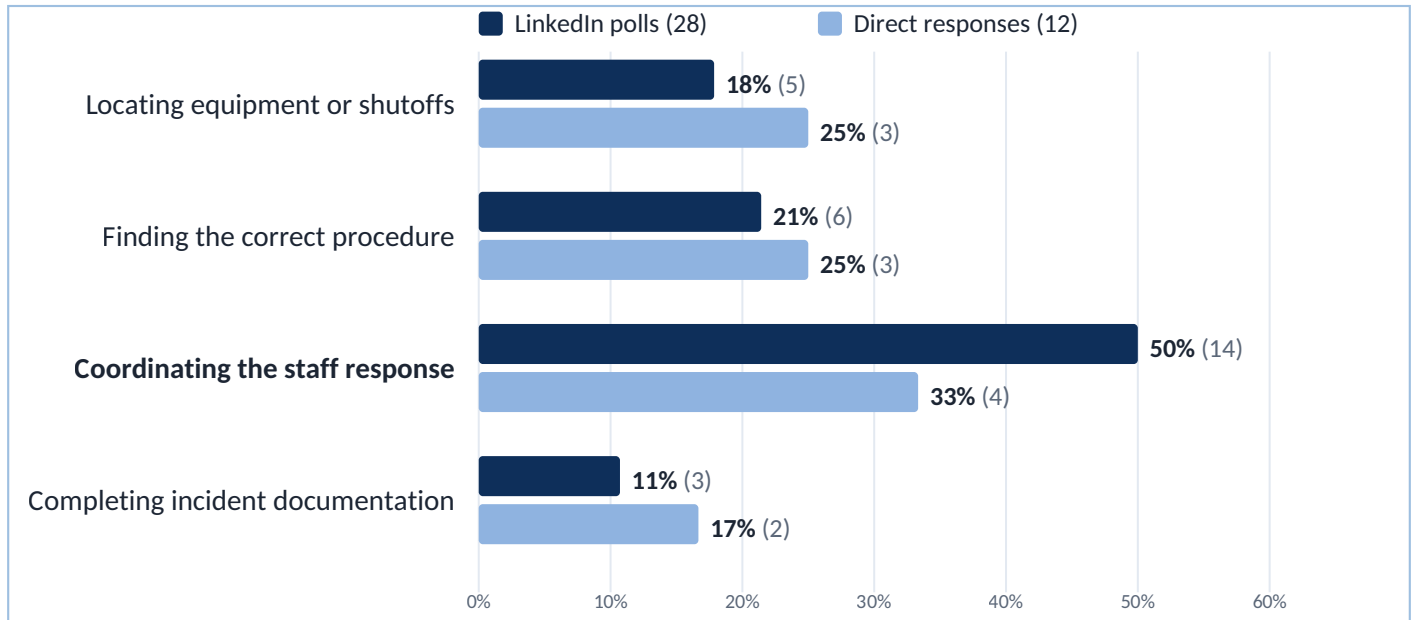
HOW THE NUMBERS WERE CHECKED

- Vote counts were calculated from each poll's total votes and LinkedIn's rounded percentages, then checked to add up.
- Main results show one answer at a time. When answers are combined, the report shows what an even split would be.
- Small direct-survey groups are shown as counts, and different questions are not mixed together.
- Names, employers and LinkedIn group names are not reported.

FINDING 1 | RESPONSE CONSISTENCY

Coordination is the hardest response element to keep consistent

Both the public polls and the direct survey ranked coordinating the staff response first. In the polls, it was chosen twice as often as an even split (25%) would suggest.



CONSISTENT ACROSS EVERY LINKEDIN GROUP

Group	Locate	Procedure	Coordinate	Document
Group A (12 votes)	3	3	5	1
Group B (7 votes)	1	2	4	0
Group C (8 votes)	1	0	5	2
Public feed (1 vote)	0	1	0	0
Total (28 votes)	5	6	14	3

OPERATIONAL IMPLICATION

A common plan does not guarantee common execution. Portfolio readiness requires explicit first-action roles, shift-level practice and a way to verify performance property by property.

With 28 votes, results can shift by about ± 19 points. Posts used two similar wordings of the question with the same answer choices. Direct-survey counts (3, 3, 4, 2) combine two question formats; see page 6.

DIRECT SURVEY DETAIL

Where friction sits depends on who you ask

The direct messages show something the polls cannot: how answers differ by role. Engineering leaders pointed to finding assets and procedures. Operations, security and general managers pointed to coordinating people.

Engineering and facilities (4 people)

"Where does your team experience the most friction?"

Locating equipment or shutoff valves	2
Finding the correct procedure	2
Coordinating the staff response	0
Documenting the incident	0

Operations, security and GM (8 people)

"Hardest to keep consistent across a portfolio?"

Locating equipment or shutoff valves	1
Accessing the correct procedure	1
Coordinating the staff response	4
Completing incident documentation	2

WHAT THIS SUGGESTS

The people who know the building feel the information gap; the people who run the shift feel the coordination gap. Both occur in the same first five minutes, so a readiness program has to close both.

Treat this as an idea to test: the groups are small and answered slightly different questions.

INSPECTION AND VALUE PRIORITIES (ENGINEERING AND FACILITIES, 4 PEOPLE)

Greatest recurring inspection challenge

Maintaining consistent standards	2
Completing inspections on schedule	1
Following up on corrective actions	1
Documenting findings	0

Improvement with the most operational value

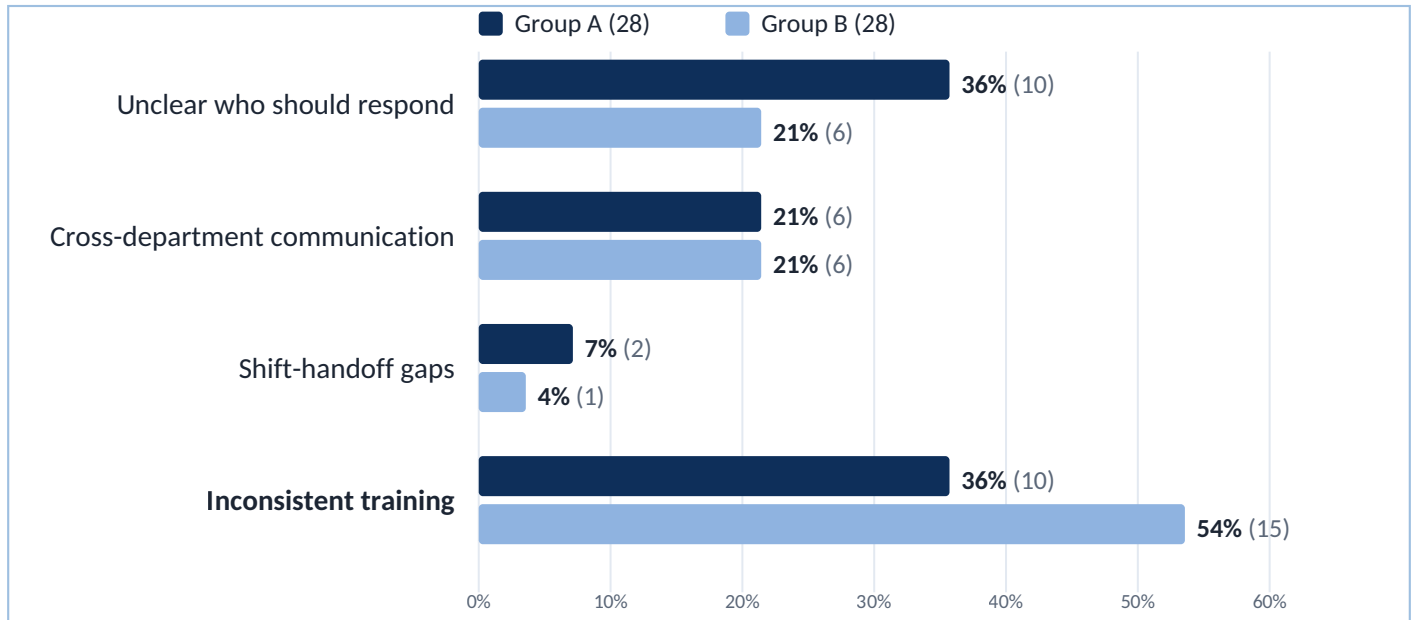
Better visibility across properties	3
Automated reminders and escalation	1
Faster access to emergency information	0
Mobile inspections and documentation	0

Role mix of all 12 direct respondents: 6 operations, 4 engineering and facilities, 1 security and risk, 1 general management. Individual identities are not reported.

FINDING 2 | COORDINATION BARRIERS

Training and ownership are two sides of the same barrier

Inconsistent training was the most-selected barrier overall. But in Group A, unclear response ownership tied it, and overall the two go hand in hand.



COMBINED RESULT (56 VOTES)

Barrier	Votes	Share
Inconsistent training	25	45%
Unclear who should respond	16	29%
Cross-department communication	12	21%
Shift-handoff gaps	3	5%

73% chose training or ownership, compared with 50% if votes had split evenly. With 56 votes, results can shift by about ± 13 points.

READ THE SPLIT, NOT JUST THE TOTAL

Group B emphasized training. Group A split first place between training and ownership. A readiness program should deliver both: repeatable practice and unmistakable ownership.

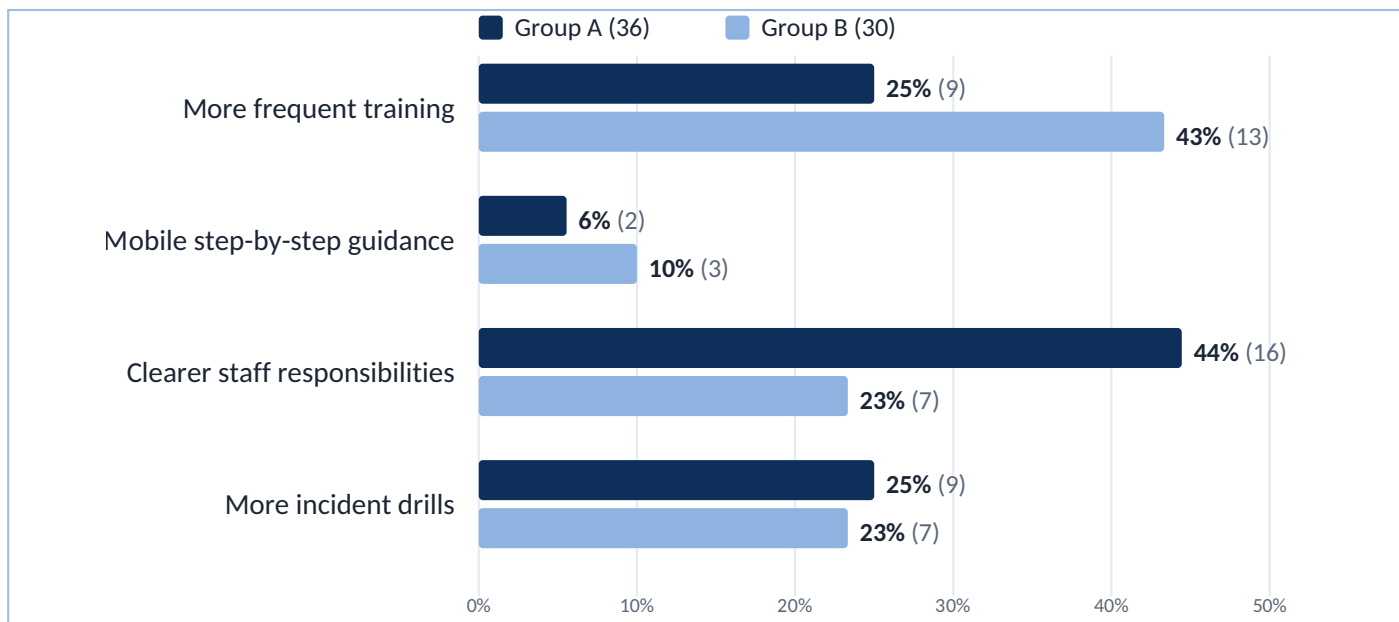
Management test

If the building expert is unavailable, can a staff member identify who responds, bring in the right departments and begin the correct first action without delay?

FINDING 3 | STAFF READINESS

Clear roles, training and drills lead readiness priorities

Clearer responsibilities and more frequent training were effectively tied for first, with incident drills next. Mobile step-by-step guidance on its own, without training behind it, was chosen least.



COMBINED RESULT (66 VOTES)

Improvement	Votes	Share
Clearer staff responsibilities	23	35%
More frequent training	22	33%
More incident drills	16	24%
Mobile step-by-step guidance	5	8%

Group A favored clearer responsibilities (44%); Group B favored more training (43%). With 66 votes, results can shift by about ± 12 points.

Note: the post for this poll mentioned the previous poll's top answer (training), which may have encouraged more training votes.

WHAT THIS MEANS FOR TECHNOLOGY

Hoteliers want tools that build skills, not just instructions on a phone. Technology earns its place by delivering training, making each person's role clear and running drills.

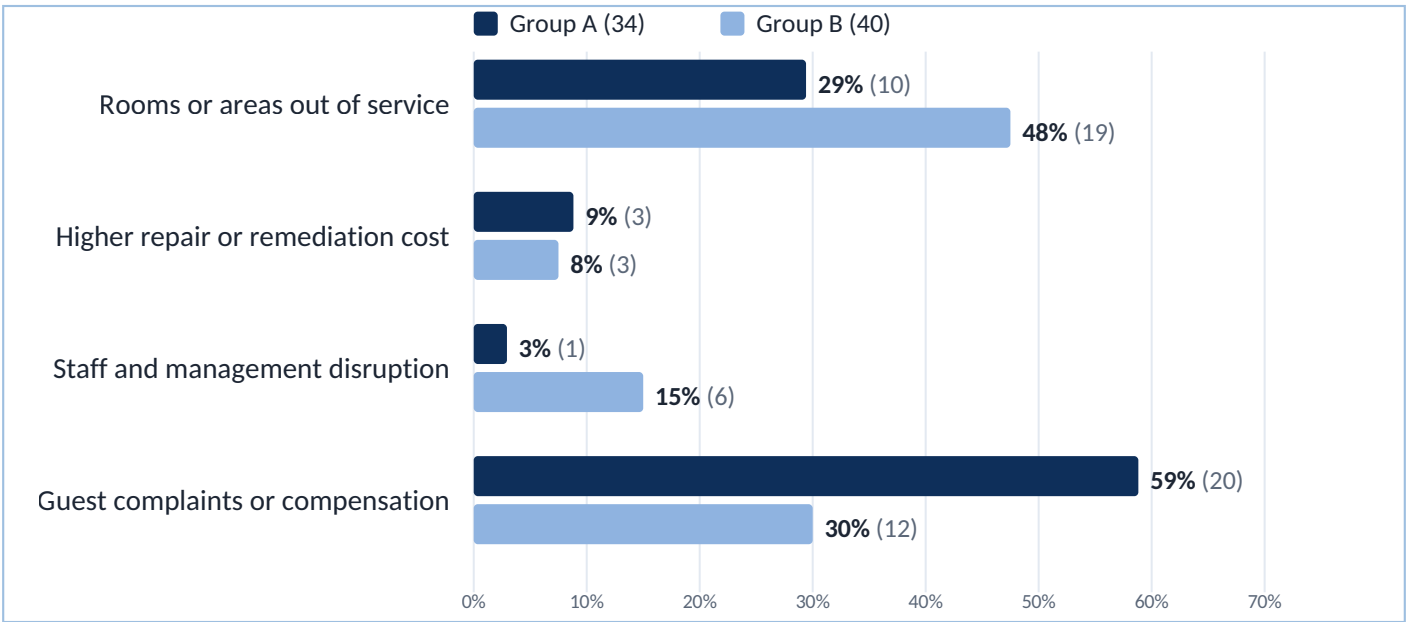
How Live Safety aligns

Live Safety is built around the priorities that ranked highest. Its core is audio and visual step-by-step training, including drills, so staff learn their roles before an incident. On-the-spot mobile guidance then reinforces that training rather than replacing it.

FINDING 4 | BUSINESS IMPACT

Delayed resolution lands on rooms and guests

Both groups concentrated on guest recovery and unavailable rooms, even though they disagreed on which comes first. Repair cost was rarely seen as the biggest consequence.



COMBINED RESULT (74 VOTES)

Impact	Votes	Share
Guest complaints or compensation	32	43%
Rooms or areas out of service	29	39%
Staff and management disruption	7	9%
Higher repair or remediation cost	6	8%

82% chose a guest or room impact, compared with 50% if votes had split evenly. With 74 votes, results can shift by about ±11 points.

EXECUTIVE CONNECTION

Group A emphasized guest complaints and compensation (59%). Group B emphasized rooms and areas out of service (48%). Either way, a slow response becomes a revenue, operations and brand problem, not just an engineering one.

Repair cost is not the main worry

Only 8% picked higher repair cost. The bigger concern is what guests experience while the problem is being fixed.

SAFETY AND SECURITY CONNECTION

Turning the findings into operating controls

Each finding points to a practical step a hotel or portfolio can put in place and measure. The same controls apply whether the incident is a fire alarm, a security event, a leak or an equipment failure.

Evidence	Operating control	How to verify it
Coordination was the top consistency challenge in every group (50%)	Define first-action ownership for each incident type, by shift and role	Share completed without help, by shift; time to first correct action
Engineering leaders cited finding assets and procedures (4 of 4)	Keep asset locations, shutoffs and procedures current and reachable from the floor	Time to locate; procedure access time
Training and ownership were the leading coordination barriers (73%)	Refresh role-based training and test response without the building expert	Retest results after training; variation by role
Clear roles, training and drills led readiness priorities (92%)	Deliver step-by-step, role-based training and regular drills, supported by technology	Drill frequency; share of drills with timed evidence
Guest and room impacts dominated the cost of delay (82%)	Link response time to downstream disruption	Rooms out of service, guest compensation and time to first action per incident
Consistent standards and portfolio visibility led inspection and value priorities (direct survey)	Apply one inspection standard and one scorecard across properties	Inspection completion; overdue corrective actions by property

PRINCIPLE

Readiness is not the existence of a plan. It is measured performance by the person who is actually on shift.

QUESTIONS FOR YOUR NEXT LEADERSHIP REVIEW**Ownership**

For a water leak at 2 a.m., who takes the first action at each property, and would every shift give the same answer?

Evidence

When did each property last time a response by staff working without help, and where is the record of what happened?

FIRST FIVE MINUTES

Measure the first five minutes

A practical readiness test measures whether a staff member can find the right asset, open the correct procedure and begin the right first action, especially when engineering is unavailable.

FIVE-ASSET RESPONSE BENCHMARK

1

Select

Choose five critical shutoff or life-safety assets.

2

Scenario

Use a realistic after-hours event.

3

Time

Capture each response milestone.

4

Verify

Confirm the correct asset and first action.

5

Improve

Retest after training or change.

RECOMMENDED KPI SET

KPI	Definition	What it tests
Time to locate	Alert to verified arrival at the correct asset	Property knowledge and access
Procedure access time	Alert to opening the current procedure	Information availability
Time to first correct action	Alert to the first verified mitigation step	Response readiness
Completed without help	Share completed without calling a specialist	Shift resilience
Variation	Spread of results by shift, role and property	Consistency risk

BENCHMARK OUTPUTS

Timed baseline

Median and range by role or shift

Verified evidence

Correct asset, procedure and first action

Improvement list

Named gaps, owners and retest dates

Test condition. Use a staff member who is not the building expert. The benchmark should show whether readiness survives a shift change, a new employee or an unavailable engineer.

PORTFOLIO ACTION

Turn property evidence into portfolio decisions

One common scorecard shows where readiness is strong, where it is drifting and which corrective action deserves attention first. This responds directly to the portfolio-visibility priority in the direct survey.

PORTFOLIO READINESS SCORECARD

ILLUSTRATIVE - NOT SURVEY DATA

Property	Asset coverage	Median first action	Asset Registration	Overdue actions
Property A	5 / 5	00:42	100%	0
Property B	4 / 5	01:18	80%	1
Property C	3 / 5	02:46	60%	2
Property D	5 / 5	00:58	100%	0

MANAGEMENT LOOP

1. Flag

Surface the gap
2. Assign

Name an owner
3. Verify

Capture evidence
4. Compare

Track across properties

30-DAY STARTING PLAN

WEEK 1

Baseline

Inventory five critical assets and run a timed test without help from engineering.

WEEKS 2-3

Standardize

Confirm procedures, first-action owners and inspection standards, and complete step-by-step training.

WEEK 4

Prove

Run a drill, retest, close gaps and set criteria for portfolio rollout.

SUGGESTED STARTING SCOPE

Five critical water or life-safety assets, three properties and roughly 30 minutes of property involvement per week.

METHODS

About the research

This report summarizes LinkedIn poll votes and direct-message survey responses from hotel professionals, collected by Smart Hotel Manager between mid-August and mid-September 2026.

DATA USED

Question	Basis
Response consistency	28 votes
Coordination barriers	56 votes
Staff readiness	66 votes
Business impact	74 votes
Direct-message survey	12 responses

HEADLINE RESULTS

Result	Votes	Share	Margin of error
Coordination hardest to keep consistent	14 of 28	50%	±19 pts
Inconsistent training slows coordination	25 of 56	45%	±13 pts
Clearer responsibilities most improve readiness	23 of 66	35%	±12 pts
Guest or room impact is the biggest cost of delay	61 of 74	82%	±11 pts

Margin of error at 95% confidence.

LIMITATIONS

- **Not a random sample.** People chose to take part. Results reflect engaged hotel professionals on LinkedIn, not the whole industry.
- **Overlap.** The same person may have voted in more than one poll, so 224 votes does not mean 224 people.
- **Visible voting.** LinkedIn shows the poll author who voted, which may influence some answers.
- **Order of posts.** Later posts shared earlier results, which may have influenced later votes.
- **Rounding.** LinkedIn shows rounded percentages, so exact vote counts were calculated from each poll’s total.
- **One answer per poll.** A low share means “not the top issue,” not “not an issue.”

NOTES AND SOURCES

1. TraknProtect, “Hotel Safety Compliance Updates by State,” August 2026. traknprotect.com. Summary of Los Angeles County Hotel Worker Protection Ordinance requirements; confirm obligations with counsel.
 2. VikingCloud, “Peak Season, Peak Risk: The 2025 State of Hospitality Cyber Report,” July 2025. vikingcloud.com.
 3. “Disaster prevention management in the hotel industry: Hotel disaster prevention literacy,” *Journal of Hospitality and Tourism Management*, 2020. [sciencedirect.com](https://www.sciencedirect.com).
- LinkedIn group names are withheld. A group hosting a poll does not mean it endorses this report.



Smart Hotel Manager

Enterprise operational readiness for multi-property hotels

ABOUT LIVE SAFETY

The first five minutes, on every shift, at every property.

Live Safety, the flagship product of Smart Hotel Manager, delivers audio and visual step-by-step training and drills, so hotel teams know their roles before an incident happens. Teams also get mobile access to property-specific emergency information, fire and life safety information, water-loss prevention assets, inspections, contacts and incident reporting, while leaders see readiness across every property.

PREPARE

Audio and visual step-by-step training and drills that make every role clear

FIND

Property-specific assets, shutoffs, procedures and contacts on a mobile device

ACT

Step-by-step guidance that reinforces training when the building expert is not there

PROVE

Inspections, incident reporting and readiness visibility across the portfolio

Built around what hoteliers ranked highest in this research: clear roles, training and drills.

TURN THE FINDINGS INTO A MEASURABLE READINESS BASELINE

Request a five-asset readiness assessment

[Request a Readiness Assessment](#)

[EXPLORE OPERATIONAL READINESS](#)

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