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*Marian Goodman, Sky Hospitality LLC
profile on p. 24*

Marian Goodman Sky Hospitality LLC

BY NICOLE CARLINO

ST. PETERSBURG, FL—It's not unusual in this industry to walk into a boardroom or sit down to watch a panel discussion, only to find that all of the participants are men. That's something Marian Goodman, CEO of Sky Hospitality LLC, has experienced many times in her life, and it's an image she hopes will change.

"I've never really felt that there were additional challenges, disadvantages or that I was excluded because of my gender," Goodman explained, adding that she's never taken advantage of programs or initiatives designed to favor women- or minority-owned businesses. She noted that over the course of her career, she has also been involved in banking and civil engineering, two other fields known for being male-dominated. "The hotel business hasn't been that different for me," she said. "I've never had any problem building those professional relationships, but I would like to see more women in the boardroom."

Goodman noted that even though there's no overt discrimination in the industry, she does see ways in which things can be harder for some women. "Early in my career, men used military metaphors a lot in management," she said, adding that these days, it has shifted to sports terms. Goodman noted that, as an avid sports player, she never felt uncomfortable with those terms, but

she has seen other women who didn't understand them.

Sky Hospitality is unique in that one look at the executive team shows that women in leadership roles dominate the business. "It just happened that way," Goodman explained, adding that there was no intentional effort to hire women for those roles. She added that at the general manager level, there's a



mix of both genders. "What is intentional," she continued, "is finding people that agree with our values and what we're trying to do." She added that it's important for Sky Hospitality employees to be people with a lot of attention to detail and a desire to help the guest.

"We look for nurturing, competitive, detailed and focused individuals, and I don't care what gender they are," she said. "Everyone's objective is the same: deliver guest service profitably."

In addition to her work as CEO, Goodman has served on a number of boards. She was selected as a member of the panel that developed the new prototypical suite design for the Microtel brand in 2007 and was asked to serve as a development mentor for the brand in a 2006 initiative. She has also served

in her hometown and in communities where she has operated hotels.

According to Goodman, it's important for everyone—regardless of gender—to be involved in the industry and community, but she did note that she recognizes how powerful it can be to see a woman taking on such roles. "There is a large presence of males, so for young women in our business, it's important from that standpoint to be visible in leadership roles so they can see what they can aspire to," she said.

Goodman noted that in addition to seeing more women in the boardroom, she would like to see more women in different roles. "We are seeing more women at the general manager level," she said, noting that there's not nearly as many at the truly executive level. And for women who do reach that level, they typically seem to come from avenues like HR and marketing. "I'm a woman developer and a woman CEO of a management company," she said. "I see many capable women in brand leadership and I would hope that we continue to not pigeonhole."

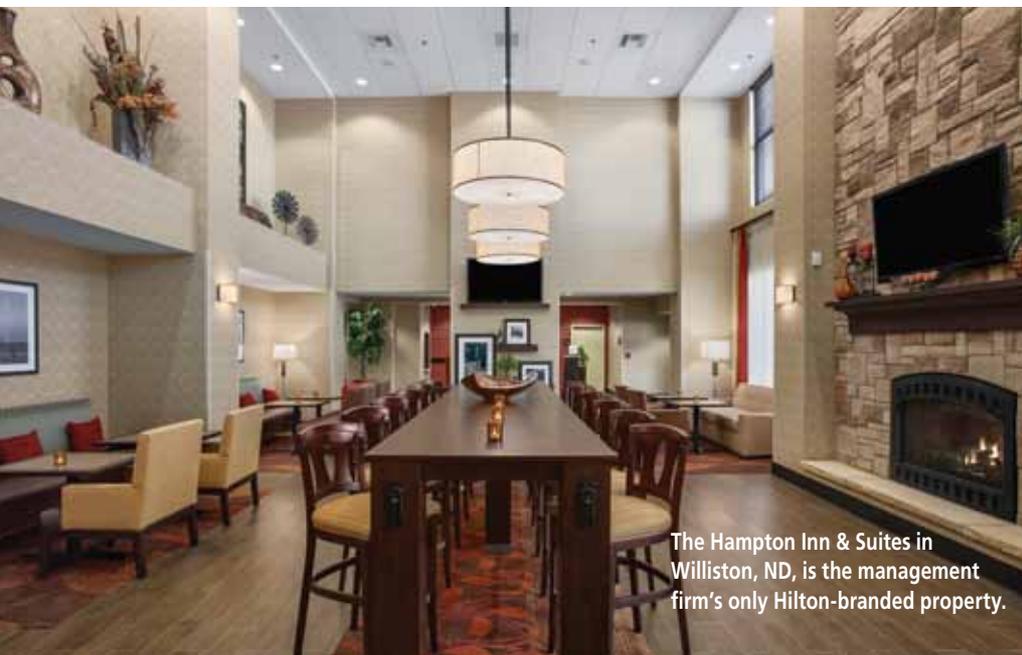
Goodman also sees serving on boards and committees as her obligation to her community. "I've always believed it's important to give back to whatever community you're a part of," she said. "I grew up with a mom who taught me if it's worth doing, it's worth doing well. I'm passionate about what I do and that includes being involved in things that help the larger community."

Community and teamwork are values

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**— Marian Goodman
 Sky Hospitality LLC**

multiple terms as a member of the Microtel Franchise Advisory Committee, is a member of the Wyndham Hotel Preferred Client Group and has served as a member of the IAHI Southern Regional Advisory Board as a Holiday Inn Owner. In addition, Goodman has served on tourism development, chamber of commerce and nonprofit boards



The Hampton Inn & Suites in Williston, ND, is the management firm's only Hilton-branded property.



The Days Inn, Altoona, PA, will open soon. It's one of three Days Inn that will become part of Sky Hospitality's portfolio.

Sky Hospitality's portfolio is comprised primarily of Microtel Inns & Suites, such as this one in Buckhannon, WV and in Columbus, GA (right).



that Goodman sees as especially important. "Part of what I attribute success to is playing sports," she said, adding that it teaches you how to understand competition, which is important in the business world. "But that pales in comparison to the importance of teamwork," she said. "Sports have very much been a part of enabling me to understand how the business world works, and I've used that in management of our teams."

That sense of working together has also been a part of how Sky Hospitality has grown from one hotel to a portfolio of 22 Microtel Inns & Suites, Days Inns & Suites and Hampton Inns & Suites throughout the country. "I never intended to start a management company," Goodman admitted, explaining that she always wanted to be an entrepreneur and that eventually evolved into hotel ownership. "We were managing our own hotels and as I got involved with the Microtel brand as one of their first developers back in 1997, we had such success that other developers came to us and asked us to operate their hotels." She noted that the company has grown strictly through referrals. "We've never gone out with an ad," she said. "Every bit of business has been referrals from existing clients or folks that have met me through brands I've associated with. We enjoy the management business."

For Goodman, hospitality is a perfect blend of her love of construction and people management. "Who doesn't like seeing other people enjoy themselves? It gives us an opportunity to make people feel good and give them an experience they enjoy," she said. She added the business also offers growth opportunity in terms of careers, which is highly rewarding as a manager. "It wasn't something I set out to do, but it's the perfect career for me," she concluded. **HB**