Karen Nash: Age: 40s and up - Karen is intelligent, emotional, and deeply invested in saving her marriage. She is sensitive and romantic, but also persistent and determined. Throughout the play, she struggles between vulnerability and frustration as she tries to reconnect with her husband.

Sam Nash: Age: 40s and up - A successful businessman who has become consumed by his work and routine. Practical, confident, and sometimes oblivious to his wife's needs. While he appears emotionally distant, there is warmth and humor beneath his businesslike exterior.

Jean McCormack: Age: 20s and up - Sam's attractive and efficient secretary. Smart, professional, and self-assured. Though a smaller role, Jean plays an important part in revealing tensions within the Nash marriage.

Bellboy: Age: Any adult age - Friendly, polite, and observant. Provides comic moments and a glimpse into the hotel's daily life. The Bellboy often serves as an unwitting witness to the guests' personal dramas.

Muriel Tate: Age: 40s and up - Muriel is warm, nostalgic, and somewhat insecure. A suburban housewife who has never forgotten her first love. Beneath her ordinary exterior is a woman longing to reconnect with the excitement of her youth.

Jesse Kiplinger: Age: 40s and up - A famous Hollywood producer who appears confident, successful, and charming. However, he carries regrets about the life he left behind. His reunion with Muriel reveals both his charisma and vulnerability.

Norma Hubley: Age: 40s and up - The quintessential anxious mother. Energetic, emotional, controlling, and completely overwhelmed on her daughter's wedding day. Norma's panic drives much of the comedy in the third act.

Roy Hubley: Age: 40s and up - Norma's husband. Practical, patient, and frequently exasperated by the chaos around him. He serves as the grounded counterpart to Norma's frantic energy.

Borden Eisler: Age: Mid-20s - The groom-to-be. Earnest, polite, and increasingly bewildered by the wedding-day chaos. He genuinely loves Mimsey and is trying his best to navigate the situation.

Mimsey Hubley: Age: Early to mid-20s - The bride. Intelligent, stubborn, emotional, and terrified about leaving childhood behind. Though often unseen or partially offstage depending on production, Mimsey's emotional crisis drives the entire third act.