Three Years, One Vision

A STRATEGIC VISION FOR THE FUTURE

AAHOA 2021-2023 STRATEGIC PLAN
When you mention strategic plans, often you’ll see a skeptical look come across someone’s face. Strategic plans are perceived to be tedious or dull. Many times, that comes from the reality that organizations will go through a strategic-planning process only to put the plan on the shelf and never refer to it until it’s time for the next plan. I’ve always taken the opposite approach. I believe strategic plans are paramount to success. They are a roadmap for what an organization wants to achieve over a period of time and can be a dominant force for bringing every aspect of an organization together to achieve excellence and common goals.

I never shy away from a challenge. While this economic crisis is testing our members and the industry, I believe it has presented us with an opportunity to cement our priorities and come together to accomplish great things on behalf of our members.

I really do believe it’s AAHOA’s time to lead; it’s AAHOA’s time to unite this industry and be what our vision statement encapsulates: to be the foremost resource and advocate for America’s hotel owners. No other entity within our industry has the potential that AAHOA has. That inspires and excites me.

We’ve just come through an extraordinarily difficult year for our industry, perhaps the most difficult in modern history, and we know our challenges are not over. Our industry may not see a full recovery to pre-COVID-19 numbers until 2023 or later. That’s a long time.

But I want all of our members and this industry to know that AAHOA is here. The road to recovery runs straight through AAHOA. This Strategic Plan is our commitment to that.

Cecil P. Staton
AAHOA President & CEO
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“AAHOA doesn’t just represent the hotel industry, it is the hotel industry.”
– GLENN HAUSSMAN, PRESIDENT, ROUSE MEDIA

About AAHOA

AAHOA is the largest hotel owners association in the nation. The nearly 20,000 AAHOA Members own almost one in every two hotels in the United States. With billions of dollars in property assets and hundreds of thousands of employees, AAHOA Members are core economic contributors in virtually every community. AAHOA is a proud defender of free enterprise and the foremost current-day example of realizing the American Dream.
WHY NOW? DID AAHOA CREATE A NEW PLAN IN RESPONSE TO COVID-19’S IMPACT ON THE INDUSTRY?

As we know, the pace of change is so rapid today, with multiple factors at play disrupting “business as usual.” Things change so quickly, especially the advances in technology and their impact on the organization.

"Because a lot can happen in five years, AAHOA set out to develop a shorter three-year strategic plan even before COVID-19 ravaged our industry."

Because a lot can happen in five years, AAHOA set out to develop a shorter three-year strategic plan even before COVID-19 ravaged our industry. It’s really something of a coincidence that our five-year strategic plan was ending right about the same time COVID-19 became a serious issue. We used the significant impact of COVID-19 as a jumping-off point to develop our new Plan.

We saw in the research that our industry was going to be in recovery mode for the next three years. We thought a three-year plan was the right approach for this cycle. As we like to say, the road to recovery runs through AAHOA, and we’ve reflected the Strategic Plan to bring this statement to life.
INTRODUCTION


The new Plan will drive the direction of AAHOA for the next three years with a focus on AAHOA serving as the foremost source for hotel industry education and information, advancing hoteliers’ business interests through advocacy, being the primary resource for connecting the industry, and attracting, retaining, and developing top talent to the Association.

Foundational to this Plan is a new vision statement: To be the foremost resource and advocate for America’s hotel owners. This is followed and supported by our mission, core values, focus areas, then strategic objectives to allow AAHOA to carry out our vision statement as the foremost resource and advocate for America’s hotel owners.
OVERVIEW

VISION
To be the foremost resource and advocate for America’s hotel owners.

MISSION
To advance and protect the business interests of hotel owners through advocacy, industry leadership, professional development, member benefits, and community engagement.

CORE VALUES
- Member-Centric
- Integrity
- One Team
- High-Achieving
- Forward-Thinking

FOCUS AREAS
- RESOURCE
  Serve as the foremost resource for hotel industry education and information
- ADVOCACY
  Advance hoteliers’ collective business interests through advocacy
- CONNECT
  Be the primary resource for connecting the industry
- TALENT
  Attract, retain, and develop top talent to the Association
**AAHOA'S VISION TO BE THE FOREMOST RESOURCE AND ADVOCATE FOR AMERICA’S HOTEL OWNERS**

Every great strategic plan begins with a vision statement. It’s your aspiration, what you believe you will achieve during the term of the strategic plan.

We wanted to think really boldly in this strategic planning process – about AAHOA’s role now that the organization has matured over its 31+ years of existence – to reflect the AAHOA of today and tomorrow.

“We wanted to think really boldly in this strategic planning process – about AAHOA’s role now that the organization has matured over its 31+ years of existence.”

My goal is for AAHOA to be the most significant and relied-upon entity within our industry. We thought about everything we do at AAHOA and how we wanted this to evolve over the next three years. I believe our new vision captures this well.

If utilized properly, a strategic plan prevents you from straying into areas that are outside the purview of what you’ve said the organization needs to achieve during the cycle. We’re looking for ways to evaluate our progress because we have many ambitious goals.
Strategic objectives represent what you want to accomplish.
Deep Dive with Cecil P. Staton

NARROWING OUR FOCUS

FOCUS AREA: RESOURCE
To serve as the foremost resource for hotel owners when it comes to the information and education they need
We want AAHOA to be first in thought for America’s hotel owners and, frankly, for the industry at large. If you want to know about the needs of hoteliers, about the challenges they face, AAHOA will be the trusted resource.

FOCUS AREA: ADVOCACY
To advance hoteliers’ collective business interests through advocacy
Over the past five years, AAHOA intentionally and diligently developed relationships with members of Congress and White House administrations. Establishing AAHOA’s office and professional team in Washington, D.C., was essential to creating a lasting presence and resource for federal decision-makers. Just in the past year, we’ve had a huge impact upon the CARES Act and the loan programs, including the PPP, by ensuring our government officials, at all levels, understand the unique challenges and interests of America’s hoteliers. We were able to share this critical information with lawmakers quickly because they already know and trust AAHOA. We’re also very engaged in advocacy with the brands. Advocacy will continue to be a primary focus of AAHOA’s work throughout the Strategic Plan.

FOCUS AREA: CONNECT
To be the primary resource for connecting the industry
Hosting more than 150 events each year, AAHOA is known for bringing hotel owners, vendors, and industry leaders together at Town Halls, Regional Conferences, and Trade Shows across the country. I can’t tell you how much I have been looking forward to my first in-person AAHOA Convention & Trade Show! While we haven’t been able to gather in person recently, we are re-envisioning AAHOA events to ensure each event connects owners to the invaluable resources, people, and tools they need to steer their businesses through recovery.

FOCUS AREA: TALENT
To attract and retain top talent for the Association
We’re on a mission, and we want the best of the best to serve alongside us as we work to achieve it. We’re committed to encouraging and fostering the development of our volunteers and professionals to help them do what they do best. That means helping them better understand the industry, grow within their work, and have the tools that will help them be successful.
FOCUS AREA: RESOURCE

Serve as the foremost resource for hotel industry education and information

STRATEGIC OBJECTIVES

- Be the subject matter expert on hotel ownership, operations, franchising, and development
- Evolve the AAHOA Hotel Owners Academy™ to provide professional development offerings for all hoteliers
- Build a platform of professional networking events
- Identify trends, conduct research, and produce reports and analytics
FOCUS AREA: ADVOCACY

Advance hoteliers’ collective business interests through advocacy

STRATEGIC OBJECTIVES

1. Develop strategic relationships with policymakers, decision-makers, and influencers

2. Advocate on behalf of hotel owners with hotel franchisors and OTAs

3. Be a known, trusted, and consistent resource for policymakers, decision-makers, and influencers
FOCUS AREA: CONNECT
Be the primary resource for connecting the industry

STRATEGIC OBJECTIVES

Help hotel owners build relationships with vendors, policymakers, decision-makers, and each other.

Offer one-stop access for industry products and services.

Produce industry-leading events centered on hotel ownership.
FOCUS AREA: TALENT
Attract, retain, and develop top talent to the Association

STRATEGIC OBJECTIVES

- Attract and retain dedicated and high-achieving volunteers
- Empower directors to focus on strategic elements of AAHOA’s work and future
- Attract and retain a professional team and empower them to do great work
Statements on what AAHOA will do to achieve its strategic objectives
Deep Dive with Cecil P. Staton

HOW AAHOA’S BOARD OF DIRECTORS AND OTHER VOLUNTEERS WILL HELP ACHIEVE THE GOALS LAID OUT IN ITS STRATEGIC PLAN

The AAHOA Board of Directors, which set these goals and adopted this Plan, plays a vital role in achieving what’s set forth in it. The AAHOA Board is charged with ensuring the organization has the resources needed to accomplish this Plan throughout its three-year lifespan and will be closely following the organization’s progress throughout.

The AAHOA Board is comprised of dedicated individuals who love this industry, and they care deeply for our members. And we see that each and every day through the work they do at AAHOA. The AAHOA Board will play a vital role in fulfilling the vision of this plan.

We have engaged with our Board in recent months to really think about how we can think collectively about the future of this industry. And we know they will have a role to play each and every day as we seek to fulfill that ambition to be the foremost resource and advocate for America’s hotel owners.
FOCUS AREA

RESOURCE

SERVE AS THE FOREMOST RESOURCE FOR HOTEL INDUSTRY EDUCATION AND INFORMATION

AAHOA 2021-23 STRATEGIC PLAN
FOCUS AREA: RESOURCE
Serve as the foremost source for hotel industry education and information

STRATEGIC OBJECTIVE
Be the subject-matter expert on hotel ownership, operations, franchising, and development

01 Create more value from MyAAHOA
02 Elevate leadership to help us get there
03 Elevate volunteer leaders
04 Enter into partnerships with other organizations
05 Identify new avenues for revenue generation through new and existing partnerships
06 Develop new content and resources
**FOCUS AREA: RESOURCE**

Serve as the foremost resource for hotel industry education and information

**STRATEGIC OBJECTIVE**

Evolve the AAHOA Hotel Owners Academy™ to provide professional development offerings for all hoteliers

01 Invest in creating more on-demand digital content

02 Categorize and better organize AAHOA Hotel Owners Academy™ offerings

03 Elevate value around AAHOA Hotel Owners Academy™ offerings, including the AAHOA Certificate in Hotel Ownership®

04 Introduce more partnerships to increase credibility and reach new audiences
FOCUS AREA: RESOURCE
Serve as the foremost resource for hotel industry education and information

STRATEGIC OBJECTIVE
Build a platform of professional networking events

01 Focus events on quality not quantity
02 Rethink and innovate, adding new offerings
03 Attract a broader representation of America’s hotel owners to AAHOA events and resources
FOCUS AREA: RESOURCE
Serve as the foremost resource for hotel industry education and information

STRATEGIC OBJECTIVE
Identify trends, conduct research, and produce reports and analytics

01 Produce reports and analytics for internal use to better understand the different challenges, opportunities, and trends of hotel owners

02 Publish reports and analytics for the industry and other partners to better understand hotel owners

03 Create content and resources for our members to allow for more-informed business decisions
ADVANCE HOTELIERS’ COLLECTIVE BUSINESS INTERESTS THROUGH ADVOCACY

FOCUS AREA

ADVOCACY

AAHOA 2021-23 STRATEGIC PLAN
FOCUS AREA: ADVOCACY
Advance hoteliers’ collective business interests through advocacy

STRATEGIC OBJECTIVE
Develop strategic relationships with policymakers, decision-makers, and influencers

01 Be the most respected and primary resource for and about the hotel industry
02 Strategically employ resources, including funding and grassroots efforts, to achieve specific policy goals
FOCUS AREA: ADVOCACY
Advocate on behalf of hotel owners with hotel franchisors and OTAs

01 Understand membership's precise ownership of franchised properties

02 Have a complete understanding of each franchisor's standards

03 Be the collective voice of our franchisee members to franchisors, and for franchisees and independent property owners with OTAs

04 Elevate AAHOA's brand with the franchisors

05 Serve as a trusted resource to the franchisors on hotel ownership
**FOCUS AREA: ADVOCACY**

Advance hoteliers’ collective business interests through advocacy

**STRATEGIC OBJECTIVE**

Be a known, trusted, and consistent resource for policymakers, decision-makers, and influencers

01 Elevate AAHOA with distinct and comprehensive branding, messaging, and communications

02 Enhance our presence at industry and non-industry events

03 Create compelling content for policymakers, decision-makers, and influencers
BE THE PRIMARY RESOURCE FOR CONNECTING THE INDUSTRY
FOCUS AREA: CONNECT
Be the primary resource for connecting the industry

STRATEGIC OBJECTIVE
Help hotel owners build relationships with vendors, policymakers, decision-makers, and each other

01 Create more content to enable relationship-building
02 Increase outreach efforts
03 Strengthen networking experiences
FOCUS AREA: CONNECT
Be the primary resource for connecting the industry

STRATEGIC OBJECTIVE
Offer one-stop access for industry products and services

01 Create helpful original content to connect members and service providers

02 Invest in better tools and organization to help AAHOA Members find what they need

03 Elevate vendor partners and innovate in a way that drives value for everyone (members, AAHOA, partners)
**FOCUS AREA: CONNECT**

Be the primary resource for connecting the industry

**STRATEGIC OBJECTIVE**

Produce industry-leading events centered on hotel ownership

01 Expand audiences and seek to understand the needs of all audiences

02 Evolve our events to be focused upon our strategic objectives, including education and networking opportunities
ATTRACT, RETAIN, AND DEVELOP TOP TALENT TO THE ASSOCIATION

FOCUS AREA

TALENT

AAHOA 2021-23 STRATEGIC PLAN
FOCUS AREA: TALENT
Attract, retain, and develop top talent to the Association

STRATEGIC OBJECTIVE
Attract, retain, and develop dedicated and high-achieving volunteers

01 Invest time and resources into comprehensive training

02 Innovate how we engage and retain volunteers who are committed to the Association’s mission

03 Make volunteer roles and responsibilities clear
FOCUS AREA: TALENT
Attract, retain, and develop top talent to the Association

STRATEGIC OBJECTIVE
Empower directors to focus on strategic elements of AAHOA’s work and future

01 Ensure the board is consistently focused on Strategic Plan and fulfillment of policy directives

02 Make it easy to make decisions and reach a consensus
FOCUS AREA: TALENT
Attract, retain, and develop top talent to the Association

STRATEGIC OBJECTIVE
Attract, retain, and develop a professional staff and empower them to do great work

01 Elevate and celebrate staff
02 Focus on culture and our workplace environment
03 Cultivate talent while creating a team-based culture of high achievement and purpose
04 Become recognized as a great place to work
AN EYE TOWARD THE FUTURE

Closing Statements from AAHOA President & CEO Cecil P. Staton
Closing Statements from Cecil P. Staton

WHAT THE STRATEGIC PLAN MEANS FOR AAHOA MEMBERS AND INDUSTRY PARTNERS

I want our members and Industry Partners to know that this Plan is ultimately about them. It’s about finding ways to ensure they are successful in their businesses.

“Every element of our Strategic Plan is designed to provide the best in class resources hoteliers need...”

Every element of our Strategic Plan is designed to provide the best-in-class resources hoteliers need – regardless of where they are in their business ownership journey - to help their businesses thrive. Whether that’s through events, networking, our advocacy initiatives, professional development opportunities, or keeping abreast of the latest trends in the industry, AAHOA is committed to being the foremost resource and advocate for America’s hotel owners.

In addition, AAHOA provides access to nearly 20,000 hotel owners; nobody else can boast that. And when you bring that talent and entrepreneurial skill together with our Industry Partners, we can do great things and drive the changes that will come for our industry.
Closing Statements from Cecil P. Staton

IMPLEMENTING THE PLAN, FULFILLING THE VISION

If utilized properly, a strategic plan will help you zero in on what really matters, but it also prevents you from straying into areas that are outside the purview of what you've said the organization needs to achieve during the cycle. I'm having my copy bound, and it will be on my desk and with me at every board meeting – serving as our single source of truth when making business decisions.

We’ll be working cooperatively, making data-based decisions, and keeping our eye on the horizon because we have many ambitious goals. We're going to be working with our volunteer leadership, our staff, and our vendor partners to make sure we are a step ahead of where this industry is headed.

“...We’ll be working cooperatively, making data-based decisions, and keeping our eye on the horizon because we have many ambitious goals.”

Looking AHEAD
THE FOREMOST RESOURCE AND ADVOCATE FOR AMERICA'S HOTEL OWNERS