



THE FOREMOST RESOURCE AND ADVOCATE
FOR AMERICA'S HOTEL OWNERS

Three Years, One Vision

A STRATEGIC VISION FOR THE FUTURE

AAHOA 2021-2023 STRATEGIC PLAN

Three Years, One Vision

A MESSAGE FROM THE PRESIDENT & CEO

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



CONTENTS

- 5** Introduction
- 6** Overview
- 8** Strategic Objectives
- 14** How We'll Get There
- 16** Focus Area: Resource
- 21** Focus Area: Advocacy
- 25** Focus Area: Connect
- 29** Focus Area: Talent
- 33** An Eye Toward the Future

“
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.



Deep Dive with Cecil P. Staton

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
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AAHOA set out to
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” —

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.

Why
NOW?

INTRODUCTION

AAHOA's 2021-2023 Strategic Plan, "Three Years, One Vision: AAHOA's Strategic Vision for the Future," took effect January 2021.

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

Deep Dive with Cecil P. Staton

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.



Vision and
VALUES



AAHOA 2021-23 STRATEGIC PLAN

STRATEGIC OBJECTIVES

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



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



Advocate on behalf of hotel owners with hotel franchisors and OTAs



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





TOGETHER
We are AAHOA
the voice of American
hotel owners

AAHOA 2021-23 STRATEGIC PLAN

HOW WE'LL GET THERE

Statements on what AAHOA will do to achieve its strategic objectives

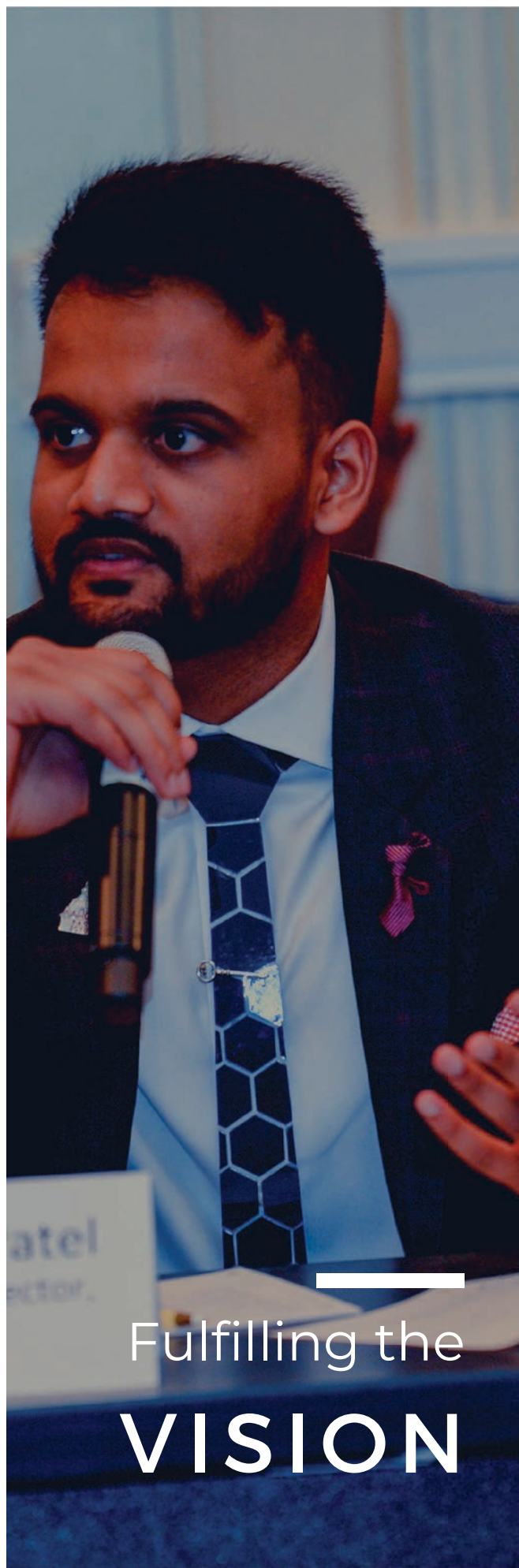
Deep Dive with Cecil P. Staton

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.



Fulfilling the
VISION



SERVE AS THE
FOREMOST
RESOURCE FOR
HOTEL INDUSTRY
EDUCATION AND
INFORMATION

FOCUS AREA
RESOURCE

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

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

02 Categorize and better organize AAHOA Hotel Owners Academy™ offerings

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

03

Attract a broader representation of America's hotel owners to AAHOA events and resources

02

Rethink and innovate, adding new offerings



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

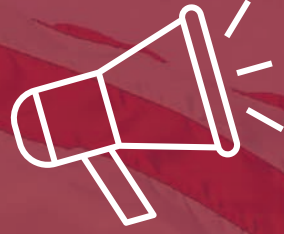
03

Create content and resources for our members to allow for more-informed business decisions

02

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





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

Advance hoteliers' collective business interests through advocacy

STRATEGIC OBJECTIVE

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

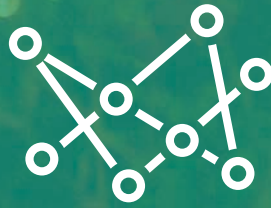
03

Create compelling content for policymakers, decision-makers, and influencers

02

Enhance our presence at industry and non-industry events





BE THE PRIMARY
RESOURCE FOR
CONNECTING THE
INDUSTRY

FOCUS AREA **CONNECT**

AAHOA 2021-23 STRATEGIC PLAN

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

03

Strengthen networking experiences

02

Increase outreach efforts



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

03 Elevate vendor partners and innovate in a way that drives value for everyone (members, AAHOA, partners)

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



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

03

Make volunteer roles and responsibilities clear

02

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



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

03 Cultivate talent while creating a team-based culture of high achievement and purpose

02 Focus on culture and our workplace environment

04 Become recognized as a great place to work





AAHOA 2021-23 STRATEGIC PLAN

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.

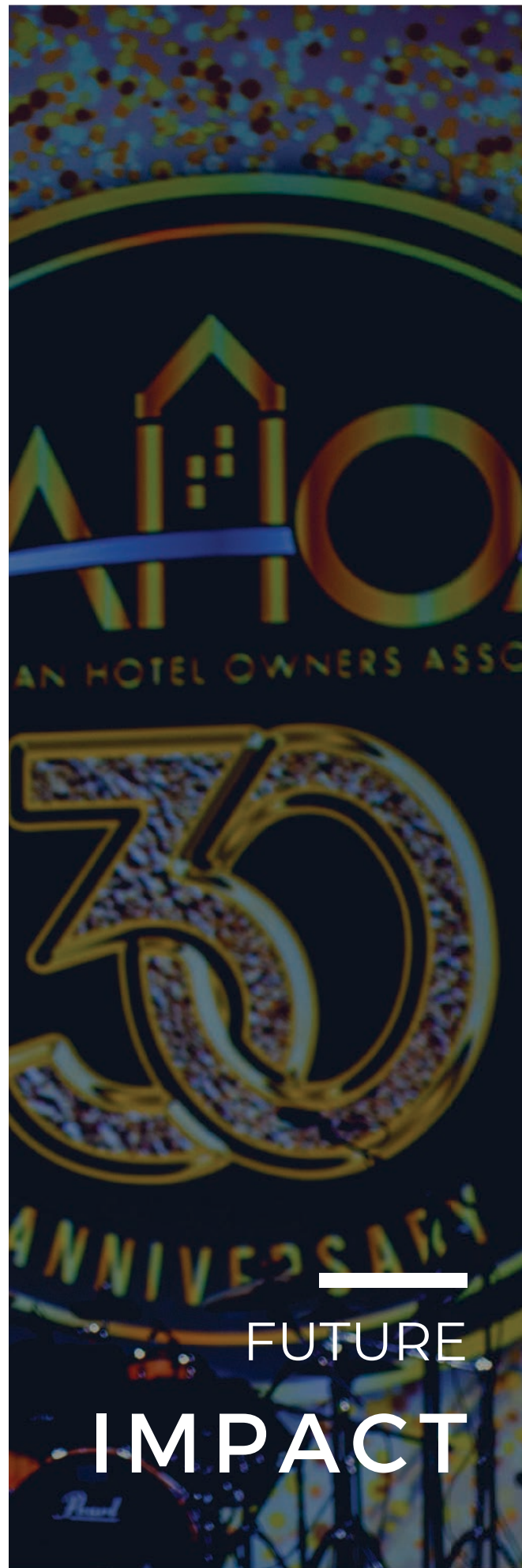
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*Every element of
our Strategic Plan
is designed to
provide the best in
class resources
hoteliers need...*

”

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.



FUTURE
IMPACT

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.

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We'll be working
cooperatively,
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”

Looking
AHEAD



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OWNERS*

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