

The Future of Lodging Summit - Cincinnati 2023

SUMMARY & ACTION STEPS



THE FUTURE OF LODGING SUMMIT

WEDNESDAY, OCTOBER 11, 2023
CINCINNATI

THE OHIO HOTEL & LODGING ASSOCIATION

2023 Goal of the Cincinnati Summit: Address current issues and future needs in attracting and retaining employees for a career in the lodging and hospitality industry. Shape a plan of action to refine strategies in developing:

Growth through Flexibility, Growth in your career, and Technology in our industry.

The Ohio Hotel & Lodging Association held the first education & workforce summit for Hoteliers, Educators, Students and Hospitality Partners in September 2022. The Education & Workforce Development Committee began working on this idea after the 2021 annual conference.

Full SUMMARY DOC - [Inaugural Future of Lodging Summit 2022](#)

Full SUMMARY DOC- [The Future of Lodging Summit-Cleveland 2023](#)

The Future of Lodging Summit Moves to Southwestern Ohio!

Your OHLA Education & Workforce Development Committee presented their third Future of Lodging Summit this past October 11th at the Cincinnati Graduate Hotel, Cincinnati. Attendees took away realistic applications for scheduling and communication with staff more effectively, and tables worked together through case studies to determine best practices. Thoughts on the meaning of “advancement” brought out discussions on building a plan. The Technology & Innovation session was very interactive, with the audience giving their needs and wishes, which were spurred on by the presenter.

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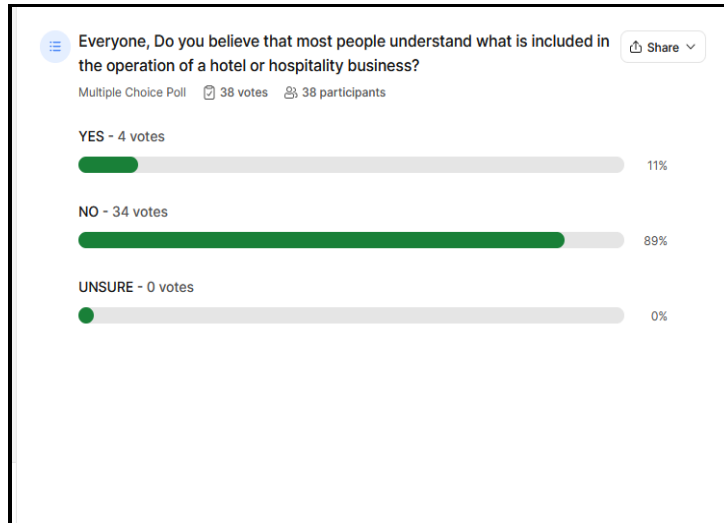
HOCKING
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Welcome Everyone! What City in Ohio did you travel from today? Type in the Name of the City

Wordcloud Poll 34 responses 29 participants



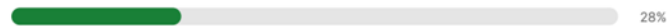
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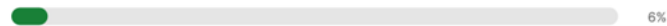
Everyone, What are your thoughts on your personal flexibility to relocate for a position? Are you...

Multiple Choice Poll 32 votes 32 participants

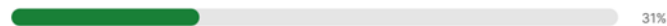
Willing to work 0-50 miles away - 9 votes



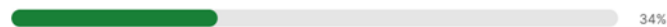
Willing to work in neighboring state - 2 votes



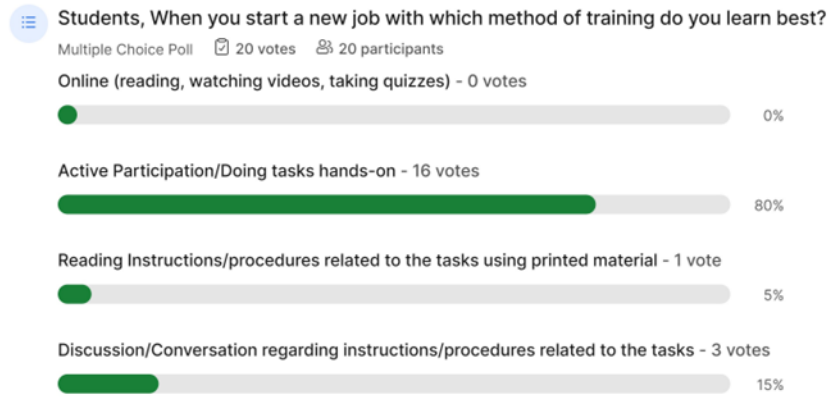
Willing to work anywhere in the United States - 10 votes



Willing to work internationally - 11 votes



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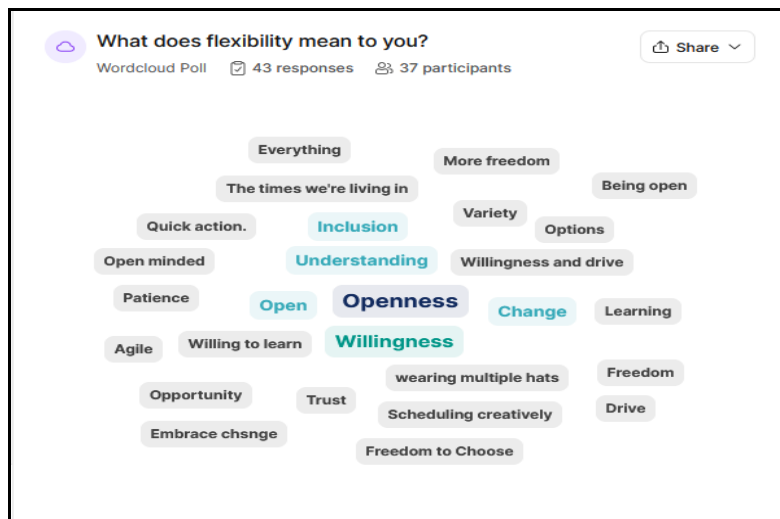


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Work Session #1

Flexibility is Essential

There IS flexibility in the hospitality industry. Lodging leaders will be provided with new tools to encourage stronger engagement and greater staff flexibility. Educators will uncover more ways to open new doors for their students entering the industry using their unique skills.



This session was about creating an environment; presented as a transition from data to a personal focus. 2-2.5-minute video of Kat's advancement in her company due to flexibility in her role with her company. Kat Jones-Shank, Operations & Sales Coordinator, Mills Park Hotel, Yellow Springs.

Panel Discussion on Flexibility

Moderator: Lisa Compton-Martin, SPHR, Senior V.P. of People Operations, Pyramid Hotel Group

Panelists: Micah Stampf, General Manager, Marriott at the University of Dayton; Denise Bayless, General Manager, The Summit Hotel; Alan Hardway, Vice President of Operations, SJB Management.

Scheduling of employees was an early topic for the panel discussing "flexibility." Adapting a longer range of time, 18 days for one property, gives employees the ability to plan personal time for Dr. visits, appointments, vacation days, etc. Shift flexibility can make a big difference for those with family responsibilities.

Some properties, such as ULOs, have seasonal needs, so they can hire those who can come and go as needed. A variety of apps are used by management companies to coordinate scheduling for their hotels. SLING is one tool used where employees can change shifts with others and see the entire schedule in one place.

Training courses should be updated to provide a dedicated time for training, including using a checklist. It is now important to change the mindset of managers to look at the interviewee and their personality and not toss the resume even if it shows no experience.

Taking care of your employees is top of mind in listening to their likes/dislikes, ideas, and suggestions. Mental health tips are available for you to check on burn-out or more serious suicidal thoughts. Some managers use what is called Puls Points to regularly communicate with employees.

"Sell" your industry when interviewing a new prospective employee and talk about the hotel family. It's work & home balance, not work/life.

INITIATING FLEXIBILITY AND COLLABORATION ACTIVITY

Question: #1 What have you initiated for yourself, in any setting, to move forward?

1. Apologizing and asking for a second chance.
2. Talk to my managers about ideas to improve employee quality and make sure I'm heard. Also, ask questions and bring them ways to improve guests' stays.
3. A race: giving myself and others space: a race to flex.
4. Setting boundaries with email.

5. A time goal (specific)
6. Try my best to market myself and always be open to learning new things. By being flexible and aiming to adapt in any environment that I go into.
7. Less paperwork!
8. Learn everything I can, be a part of various groups, always ask my boss, "what can I take off your plate?"
9. Reliance:
 - Cell phone requests.
 - Quick response.
 - Identify pinpoints through data collection.
 - Actions based on data collected.
10. Take any educational opportunities that come available or trainings for staff.
11. Cellphone.
12. Open mind, one answer is not acceptable, choices empower us to be our best.
13. Fill my mentor toolbox.
Being open to opportunities, communicating goals, owning my advancement.
14. Reading to learn new skills; Shows of family first for job support; Weekly staff meetings; Join diverse groups to listen and learn.
15. Making time for programs that enhance skills, understanding, or proficiency in things we do each day. Usually participate in at least 1-2 seminars etc. each year.
16. Being proactive about learning information about company's performance to brainstorm ways to build business.
17. Created a personal board of advisors (experts).
18. Self- initiated to move forward; action items- created a check-in/base touch for tasks, make adjustments when needed.

19. Communicate what I'm doing!

20. Flexibility of self. Offering my own competence in different areas. Example: F&B to Housekeeping

- To Do List (traditional, it helps) and timelines.
- Core group: 3 Go-To persons.

21. Keep a "family" aspect in the workplace.

- Accountability
- Trust
- Work ethic
- Flexibility
- Relationships
- Benefits

22. I try to keep an open mind and open ears in all situations. Sometimes I may not have the best answers, but its important for me to listen to my team. I make sure to not take advantage of the team members who I know are going to come in. I actively monitor time off balances to make sure people are using it.

Question: #2 How do you practice responsible leadership? OR how have you upgraded your responsible leadership?

Give an example of clear collaboration with a peer or superior (a situation)

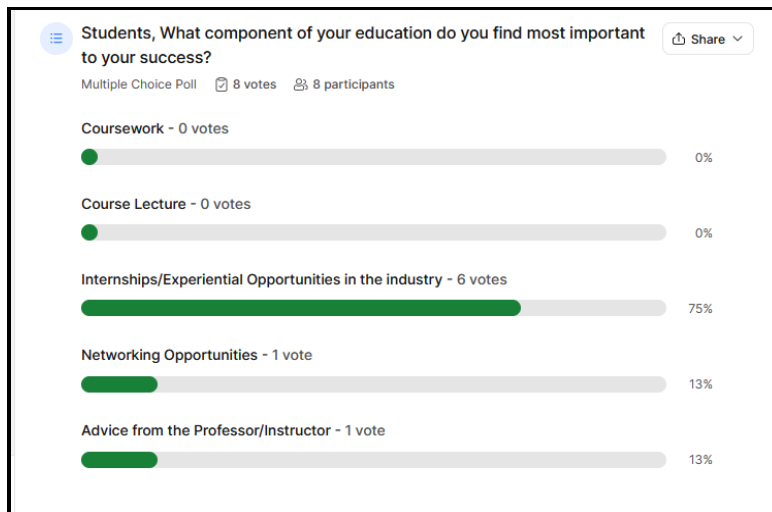
1. Talked to our COO about going into schools and having a table or talking to them about the hotel business. Scheduling a tour of one of our 5 properties so the students can see firsthand what it is we do, and our employees.
2. We flexed in our core initiatives & pivoted from attract, to retain, develop to focus in retention as a priority.
3. A manager had some personal struggles with early mornings. After being late multiple times, we discussed situations, I compromised on a start time. It really was not essential for an 8 am start time- it was just "always that way."
4. My GM and I completed our yearly budget together & set goals we both agreed on. We continue to meet to make sure this goal is being achieved.

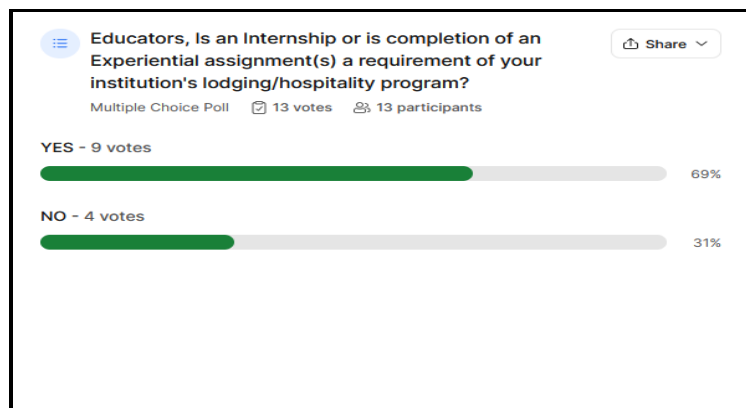
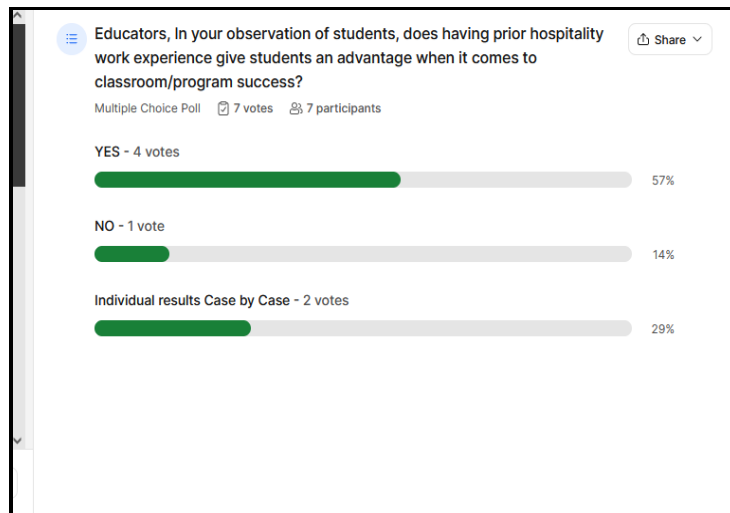
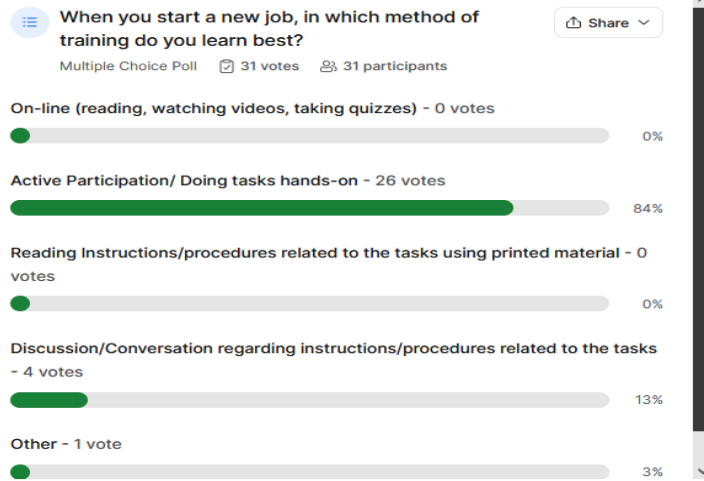
5. There was an instance where I was the assistant manager for a luncheon project at my past school and one of my schoolmates was the manager. We had to work together schedule meeting and fundraising activities for the event to be successful.
6. When there is a negative issue, confront it immediately.
 - Don't put off confrontation!
 - Don't put it on the back burner.
 - Don't let it fester.
7. Charitable giving initiatives; How can we help more?
8. My event manager that I'm the supervisor of, sat down and discussed the issues with events and her job duties and the problems she might face. Then, we came up with solutions together.
9. Robots:
 - Less efficient.
 - Guest understanding of workforce situation.
 - Guests have more self-reliance.
 - Expectation of more tech.
10. New graduation requirements, no longer just core academics. CTE plays a huge role, and how all staff can serve kids.
11. Collaboration on high school career presentations.
12. Created focus group of teams to discuss their "hassles" and "their solutions"; Conducted research to validate leaders' assumptions vs. assuming opinions were correct.
13. Our team meets to map out details for an event including assigned responsibilities, timeline, scripts, and other details. No one is surprised or caught unprepared on the days of events. Even "what ifs" are considered planned.
14. 1:1 with employees with no specific focus to allow for natural conversation, trust building and varied topics.
15. Gave my business problem to several MBA classes to work on as a case study.
16. Peer/supervisor collaboration... collaborate with other CVBs in area on marketing.

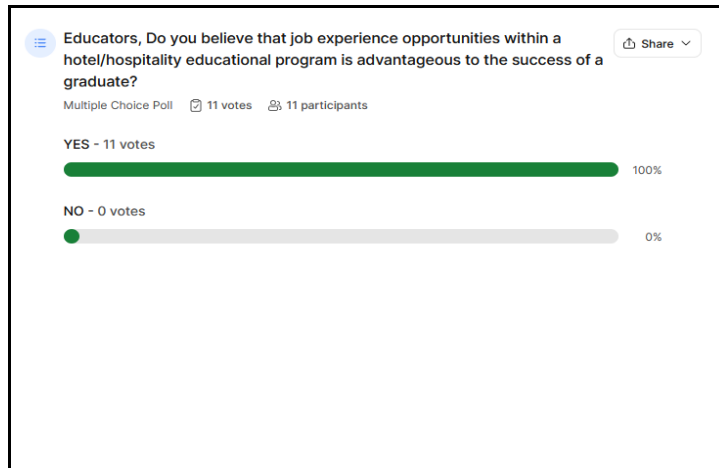
17. Random expected lunch outings. Personality, temperament, dissect an issue; Plan and implement a target together: Define, Create, Execute, Celebrate move a particular situation from face to face to online.
Manager or Dictatorship
18. Determining with leadership the needed equipment and required procedures to accomplish jobs for topographic surveys and other orthorectified imagery.
19. Working with other hotels within the management company to pool employees. Sometimes, I may not have full-time hours available for someone, but our sister's property may need someone.

Key Points for acting:

- **“Sell” your industry & hotels to those unfamiliar with the lodging industry.**
- **Change the mindset of leaders; don't toss resumes for No Experience**







Work Session #2

Ladder Steps to Advancement

*Join in discussions regarding supportive communications toward growth.
Let's build a plan. What does it take?*

Monika Lindsay, Regional Director of Operations, Image Hotel Management presented on the many steps you can take to advance your lodging career. She discussed with the attendees the progression as you enter the industry and learn different positions to aid in your growth.

Everyone, in a few words, what does the word **Advancement in the workplace** mean to you?

More money x 2

New and Learning opportunities

Promotion x 4

Achievement in my personal goals

Opportunity x 7

Adaptability

Growth x4

Training

Take initiative

Being heard

Being able to elevate in the organization

Opportunities to grow

itself.

New education, experiences, and skills.

Getting the opportunity to be in various

Decision making & leading

positions that will help you to grow.

New education, experiences, and skills

Appreciation/Acknowledgement

Up to date with technology and work possibilities

Career advancement & responsibility

Being able to showcase your skills and knowledge and get recognition

Academic & skill progression

Belonging

Ladder Steps to Advancement – Case Study Activity

Employees want more experience, training, and skills.

- Establish Goal & Assist.
- Benefit (Tuition Reimbursement & Scholarships).
- Develop *Positive* in Associates.
- Pay Incentive.
- Internal Mentor Program.
- Cross train, dept. to dept.
- Opportunities to network/socialize.
- Provide outside experiences (different hotels, kitchens, resorts).
- Celebrate it.
- Loves someone taking initiative.
- Asking questions/ clarifying *what* they want to do.
- Strategically schedule so they can shadow.
- Identify associates who would be the best mentors and who represent the strengths.
- Training:
 - Trainings and certification opportunities for the subject area.
 - Ensuring associates are aware of training opportunities.
 - Make it part of the operating plan/budget.
- Discuss opportunities to develop skill sets vs. the ladder approach to keep them interested.
- Understand their goals as early as possible with team members – less surprises of leaving.
- Be the place that embraces training to create the best alumni for others. (Controversial – cheaper to train newbies than to purchase the experiences).
- Develop a mindset to be “a skill factory.”
- Pair learners with experienced personnel.

Hotel Culture – What’s right for you?

- Consistency.
- Feeling of belonging
- Ability to “evolve culture” to fit the labor force/ student body.
- Diversity + Acceptance + Inclusion.
- Culture of one team, one dream.
- Culture of winning.
- Culture of empowerment.
- Culture of inclusion & education.

Cancelled Concert Chaos

- Work with guests on cancellation policies.
- Reach out to local bars/restaurants/businesses to gain discounts for guests to come.
- Offer any extra hotel incentives- keep the pool open later, discounts on restaurants.
- Have information available about other things happening in the area.
- Have procedures in place in advance for unfortunate situations.
- Meet with your team to discuss a solution to the problem.
- If last minute, when they show up, you can provide other popular local opportunities.
- Offer discounts with partnerships in the area.
- Rebook guests if they do not want to stay due to cancellation.
- If guests are still upset, offer some refunds or cancellations without penalty.
- Change the music in the lobby to match the “act” coming in.

Key Points for acting:

- Attendee resources given for gaining knowledge of what’s out in the community, finding educators and students.
Go to a life Skills Class
Look for professional organizations
Reach out to High Schools in *your* area;
focus on the high schools
- Ohio Teachers’ Association
Lookup Career Tech Programs
Family Consumer Sciences
programs

- Students must understand the principles of the operations in a property, before managing.
- Even though we climb the ladder, we need the support of others holding the ladder, teaching, and coaching us.

Everyone, in 1-3 words, what is the most rewarding part of being in the lodging or hospitality industry?

Wordcloud Poll 22 responses 15 participants



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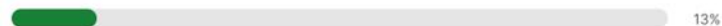
Educators, Is an Internship or is the completion of an Experiential assignment(s) a requirement of your institution's lodging/hospitality program?

Multiple Choice Poll 8 votes 8 participants

YES - 6 votes



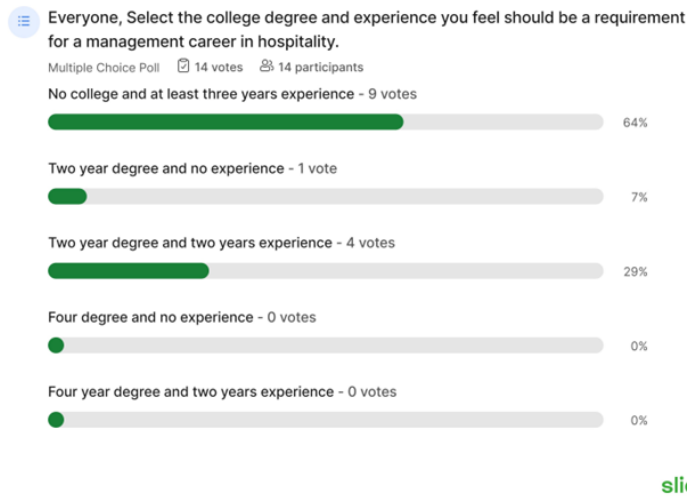
NO - 1 vote



Currently In the planning stage - 1 vote



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Work Session #3

Infusing Tech into the Lodging Industry

Thornton A. May, Futurist, Author, Educator, Founder & Executive Director, The Digital Value Institute Thornton May led an interactive presentation & discussion that highlighted the impact of technology in three areas where the hospitality industry is experiencing challenges: guest experience, workforce development/employee retention, and cyber security. Thornton is an experienced high-frequency traveler, the Contributing Futurist for the Adventure Travel Trade Association, and has examined issues of technology related to consumer analytics, as well as the working habits and needs of the next generation in the workforce. Through the use of pictorial slides and attendee conversations, opinions and thoughts were gathered.

In a few words, what area or aspect of your role/job would you feel is likely to benefit from a technology perspective or technology solution?

Revenue management, Forecasting, etc.

Scheduling, x7

Documentation, communication

Sanitization

Guest service

Operations

Front desk, PMS, mobile key, and guest requests/chats being in the same platform

Front desk

Laundry

Efficiency

Quicker access to guest check-in

Forecasting

Efficient scheduling

Careers for younger generation

Training

Marketing

Efficiency

Organizational assistant

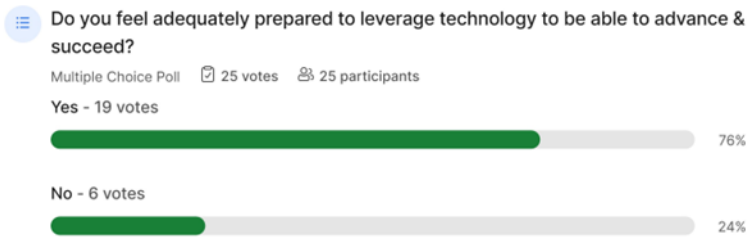
Security

Housekeeping

speed



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What do you think is the most important word in the title of this session? (Your Hotel & Lodging Future: A Multi-Faceted Workshop).

Your	12 %
Hotel & Lodging	0 %
Future	64 %
Multi-Faceted	24 %
Workshop	0 %

Which future do you spend the most time thinking about?

Now (0-18 months)	53%
Next/[Meso] (18-60 months)	37%
Later (60+ Months)	10%
None of the Above	0%

Would you want to work for Elon Musk?

Yes 32 %

No 68 %

Which would you rather choose?

\$30/month raise 45 %

Generative AI Tools 55 %

Where is YOUR organization on the Path to Risk & Infosec Mastery? (Position on cyberlearning curve?)

Not even aware there is a curve 0 %

Behind the Curve 30 %

On the Curve 60 %

Ahead of the Curve 10 %

Which would you rather choose: Does the world become less risky & more secure by...?

Creating more risk/security geniuses 23 %

Reducing the # of risk/security ignoramuses 77 %

Key Points for acting:

- "Help customers solve their own problems." Give the facts so they can make their choice.
- Technology must integrate with your systems.

FLIP CHART ANSWERS

PINEAPPLES

1. **Write one word that you would use to describe hospitality.**
#1 Passion was the winner, written several times, followed by Fulfilling as #2, then Exciting, Rewarding, and Positive all had repeats.
2. **Which city “in Ohio” has the largest increase in number of hotel rooms added for 2023?**
Columbus was the winner.
3. **Give one suggestion to attract people to a career in hotel/lodging management position.**
Write your own story-growth is limitless.
4. **Fill in the blank. In the State of Ohio, 1 in ____ jobs are related to lodging.**
One in 4 jobs.

PARTICIPATION AWARDS—PINEAPPLES & Hotel STAYS

1. Student, D’Avery Dubose Prize: Image Hotels Overnight at the HGI Grove City
2. Educator, Traci Robinson Prize: Aloft Cleveland Downtown Hotel Overnight