



**BREATHING NEW LIFE**  
into **ASSOCIATION PROGRAMS**

# What happens when we stop innovating?



# A little about your presenter...



# Roadmap for the next hour

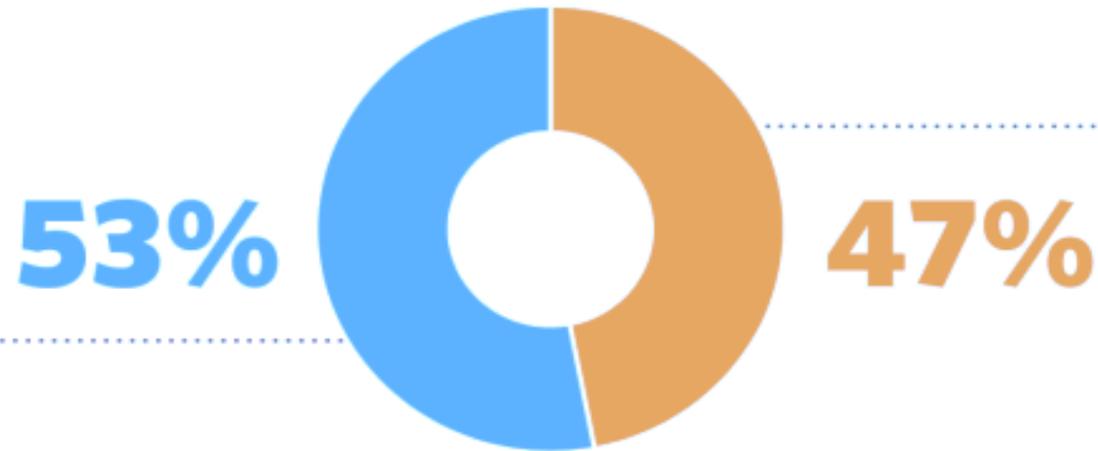
- **Where to identify opportunities**
- **How to refresh legacy programs**
- **Case studies**
- **Your ideas**

# Where to look to identify opportunities to innovate?



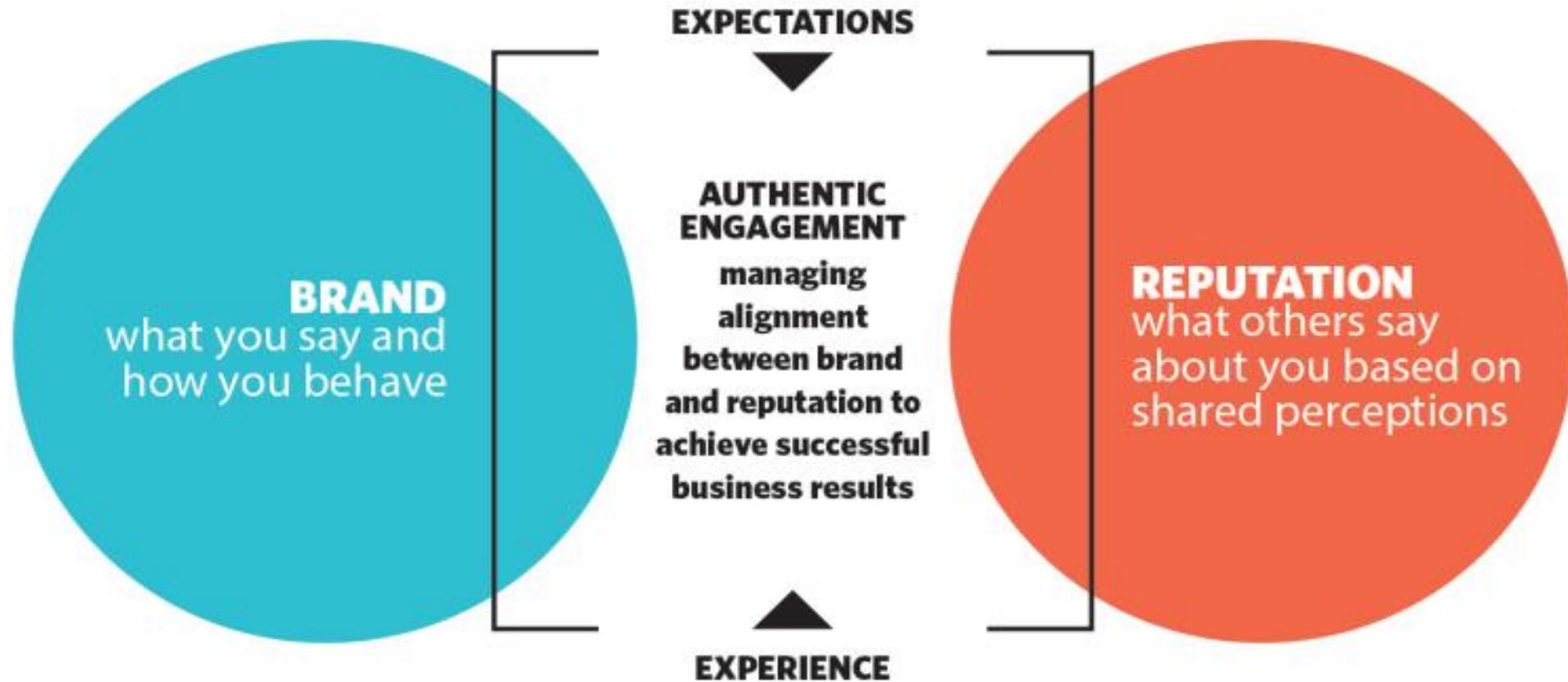
# Member Perspective

*Consumers say less than half (47%) of their perceptions of a company are shaped by its products and services.*



*The other half (53%) of what makes up their beliefs about a company are attributes related to how a company behaves and impacts society*

# How Information Becomes a Decision



# Are we limiting our potential?

**We've  
always done  
it like this.**

**But we've  
trained our  
members  
that way.**

**It'll cost too  
much  
money to  
change.**

# Case Study 1: Event Refresh

## National Association



## State Association



# Case Study 1: Event Refresh



# Case Study 2: Modernizing How We Celebrate Wins

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2024  
**ANNUAL  
REPORT**

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# Case Study 2: Modernizing How We Celebrate Wins



ANNUAL REPORT

CHLA 2024 HIGHLIGHTS

CALIFORNIA HOTEL & LODGING ASSOCIATION

### Legislative and Advocacy Wins

**PROTECTING HOTELS, COMMUNITIES, AND JOBS:**

**Website Accessibility Bill (AB 1757):** Avoided unfeasible website standards, saving hotels from costly legal fees.

**Coastal Commission Bill (AB 3192):** Preserved billions in economic activity by protecting California's iconic golf courses and connected hotels.

**PAGA Reforms (AB 2288 and SB 92):** Reduced employer liability and streamlined case resolutions.

**Fee Transparency Laws:** Promoted fairness across hotels, OTAs, and short-term rentals, improving the guest experience.

**Political Action Committee Impact:** \$255,500 in state and local candidate contributions.

### Industry Social Responsibility

**HOTEL CARING: BY THE NUMBERS**

**\$68M** in charitable giving.

**328,000** volunteer hours to community causes.

HOTEL CARING

### Member Resources Delivered

**2024 HIGHLIGHTS:**

- Fee Transparency Compliance Guidance.
- California Hotel Law (4th Edition, Digital).
- Workplace Violence Prevention Plan.

### Key Communication Achievements

**Publications:** Expanded reach with Hotel Weekly, Advocacy Weekly, and California Lodging News.

**Social Media:**

- 47% YOY LinkedIn growth
- 110,000 organic impressions

### Event Highlights

**Trends + Insights Hotel Conference:** Forward-thinking discussions on emerging industry trends.

**Hotel All Stars:** Celebrated 144 exceptional hospitality professionals.

### Membership Growth

**5% growth** in property members.

**18% growth** in allied and vendor members.

### Training Milestones

**2,000+ members** trained in human trafficking awareness.

### Financial Stability

**Annual Budget:** \$4.65M.

**Cash Reserves:** \$2.2M.

### Hospitality Foundation Impact

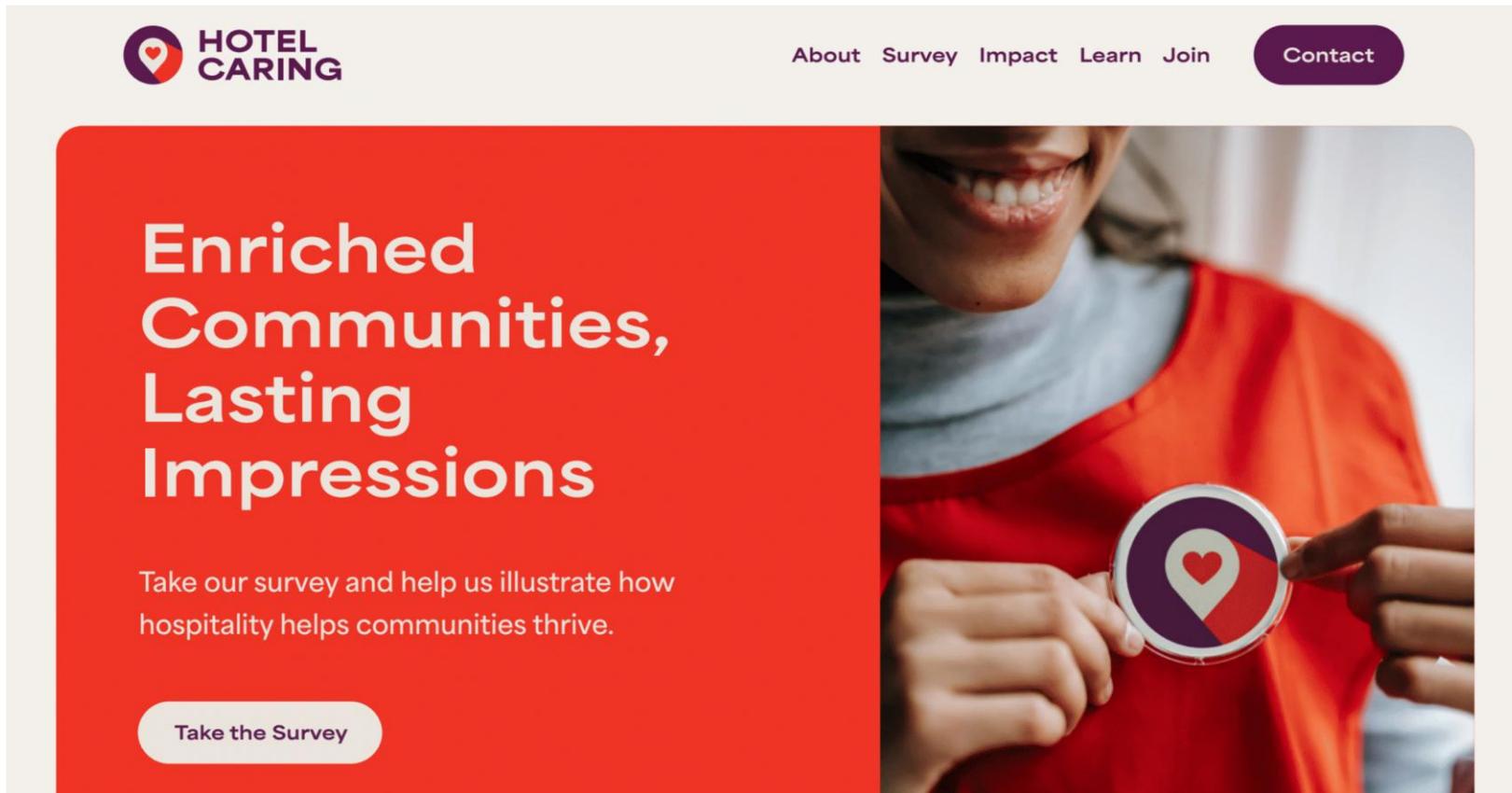
**\$175,000** awarded in scholarships to 62 students from 14 colleges and universities.

calodging.com

# Case Study 2: Modernizing How We Celebrate Wins



# Case Study 3: Turning Member Goodwill into Measurable Impact



The screenshot shows the Hotel Carling website's survey landing page. At the top left is the Hotel Carling logo, which consists of a purple circle containing a white location pin with a red heart inside, followed by the text "HOTEL CARLING". To the right of the logo are navigation links: "About", "Survey", "Impact", "Learn", and "Join". A purple button with the text "Contact" is positioned to the right of these links. The main content area is split into two parts. On the left, a red vertical bar contains the text "Enriched Communities, Lasting Impressions" in white, with a smaller line of text below it: "Take our survey and help us illustrate how hospitality helps communities thrive." At the bottom of this red bar is a white button with the text "Take the Survey". On the right, a photograph shows a smiling woman wearing a red apron over a grey hijab, holding a circular badge with the Hotel Carling logo.

**Humanizes our work**

**Quantifies their charity and goodwill**

**Powerful data points**

**Supports industry advocacy**

**Member engagement**

# Case Study 3: Turning Member Goodwill into Measurable Impact



## FACT SHEET

Hotels are the heartbeat of California tourism, providing thousands of well-paying careers, generating millions of tax dollars to support cities throughout the county and driving billions of dollars in economic activity. This fact sheet provides a snapshot of California hotels' annual impacts.

### ECONOMIC IMPACT

The hotel and lodging industry is essential to the region's economic success as it provides a major revenue source for cities across the County.

- OVER 6,500** lodging establishments in California
- 279 MILLION** visitors projected for 2023
- \$78.4 BILLION** in hotel guest spending
- \$7.7 BILLION** total California taxes
- \$2.6 BILLION** in taxes on lodging



### PEOPLE

The hotel and lodging industry is full of dynamic career opportunities for upward mobility while serving and supporting our most important assets – our people.

- 260,000** people employed in California
- \$12.9 BILLION** in salaries and wages in 2022



### INDUSTRY GROWTH

- 33** new hotel properties opened in 2022
- 4,300** new guest rooms opened in 2022

New properties create additional hotel, construction and other ancillary jobs across the state

### COMMUNITY



Our industry is not only vital for the future of hotels but also for other industries that rely heavily on our continued success.

- Having the capacity to attract business like conventions and large events is important for the future of California
- Tens of millions spent with local suppliers, vendors and partners each year
- Industries Supported by Hotels: restaurants, bars, transportation, leisure, florists, textile and construction businesses

Community talking points to supplement economic and employment data

- **\$68 million total contributions by hotels last year**
- **328,000 volunteer hours**
- **11,400 training hours**

# Case Study 4: Mini Content Innovations



# Case Study 4: Mini Content Innovations

## VOICES OF HOSPITALITY

**FARAH LAKHANI**, Conference Services Manager at the Westin Carlsbad and former CHLA Hospitality Foundation scholarship recipient



**Q:** How do you ensure that every guest's (or group's) experience exceeds their expectations?

I anticipate their needs by listening and understanding exactly what they need and how I can provide for them during their stay, and make sure to take an extra step forward to make sure each guest feels special. This can be as simple as sending a welcome amenity to their room or upgrading them if we have the availability. What may seem like a small gesture is actually something memorable to each guest.

**ALEXIS MCCARTY**, Manager, Guest Services, REST, a boutique hotel



**Q:** In your opinion, what is the most effective way to handle a guest complaint to turn a negative experience into a positive one?

Communication is key! Smile, listen, pay attention. Thank the guest for giving you the chance to solve the problem. Offer your best solution and if their face is looking dissatisfied still, ask, "What can I do to make it better for you?"...all with a smile.

**VC NAIK**, Senior Vice President of Operations and Development for Southwest Hospitality Management, LLC

**Q:** How can hotels be stewards of their local communities?

We're very fortunate to have some inquisitive minds working within our teams and most are overlooked or maybe never voice their interest, so talking about the subject, posting a sign-up sheet for a committee is always a great way to start. Partnerships within the local communities can start small, nothing overwhelming at first, and then build off of that. I think it's a very important topic we should all be addressing each year. Are we doing enough? Can we be more efficient? The answer is yes, and we will continue that effort.



**PENNY LANGSTAFF**, Front Desk Attendant, Best Western Plus Villa Del Lago, Patterson, CA

**Q:** How can hotels be stewards of their local communities?



The way our hotel supports our community is that we always support small businesses with donations and discounted rooms as well as supporting firefighters or anyone who works for the government with housing during emergencies.

## VOICES OF HOSPITALITY

**NATALIE SALINAS**, General Manager, Holiday Inn Express & Suites, Dinuba, CA



**Q:** In your opinion, what is the most effective way to handle a guest complaint to turn a negative experience into a positive one?

For people visiting the first time, we try and ask what brings them to town which will open up opportunities and possibilities to connect. A chalkboard greeting or heart-shaped towel on a bed can go a long way! Guests are often blown away when we mentioned something they talked about or even greet by name before we look at their ID! Our guests love it.

If someone mentions something they really appreciated or enjoyed during their stay, I will update their profile or keep a note handy to remind me to do the same on their next stay. 🍷🍷

**MALIA NORDHAUS**, Front Desk Lead, La Quinta by Wyndham, Galt, CA



**Q:** What strategies or practices do you use to personalize guest interactions?

The easiest way to build a conversation is complimenting a guest's hair, outfit, or car. In my experience, it has led to great responses like, where they get their hair done or what their favorite stores to shop at are, and with the cars sometimes they bought it because they received a promotion or a milestone was accomplished and, to me, that sets the tone for their stay because here at La Quinta we aren't only here to check you into your room we're here to celebrate you as well. We are just as thrilled as our guests for their experiences and accomplishments.

**KYAIRA COLEMAN**, Meetings and Events Manager for the Waterfront Beach Resort



**Q:** How do you ensure that every guest's (or group's) experience exceeds their expectations?

We recently had a group in house that prioritized health and wellness. We were able to work together with our culinary team to create a personalized menu that accommodated their healthy diets and lifestyle. We also like to create experiences for the groups that are distinctive and personalized to our property and its beautiful location. We work closely together with our guest services team to plan beachside bonfire parties that include fantastic views of the sunset and delicious smores. We have an artist that can draw the group's logo in the sand to add that extra little splash of personalization. By creating all of these unique experiences for our groups, we exceed our guests' expectations by going above and beyond to make them feel welcome.

# Case Study 4: Mini Content Innovations



California Hotel & Lodging Association

5,097 followers

2mo •

Read the Summer issue of California Lodging News!

CHLA caught up with [Hotel Nikko San Francisco's Casey Neuburger, SHRM-SCP](#) about how he's growing into his new role as General Manager and navigating the future of hospitality in one of the world's most dynamic cities.

Read more: <https://lnkd.in/grGV8gVs>

★ PROFILE



CASEY NEUBURGER

## LEARNING INTO DISCOMFORT CASEY NEUBURGER ON GROWTH AND LEADING SAN FRANCISCO'S HOTEL NIKKO

Casey Neuburger, VP/General Manager of San Francisco's Hotel Nikko fell in love with hospitality while working summers while in high school at the KOA Campground in the small Pennsylvania town of McKean.

to visit its various properties. It was in Europe that he worked on his first sustainability initiative, researching how food and beverage operations could minimize waste and increase reuse. This was at a time well before many properties in the US developed their own sustainability programs.

★ CAREER OUTLOOK

## A 'HOME AWAY FROM HOME' at the Chancellor Hotel



For many people who make a career in hospitality, their career path takes them to different properties, cities, and even countries along the way.

Tina Keramari's path was a little shorter: the Director of Operations for the Chancellor Hotel in San Francisco has spent her entire 16-year career at the property, only a few miles up Highway 101 from her first food service job.

"I started off working at a restaurant at SFO, and with that experience, I knew I loved people, talking to different people," she said. "When I found out about the opportunity at the Chancellor, I came up here. That was in 2008, and I've been here ever since."

Her first role at the Chancellor was as a front desk agent, which she thought would be a temporary stop on her way to the food and beverage side of the house. "I hoped I'd get to work in the restaurant, and it was a dream of mine to open a little restaurant of my own sometime," she said. But when she started, she found that taking care of guests came naturally and she kept wanting to do more.

"At the front desk, I learned the basic operations of a hotel and everything about guest services," she said. "I wanted to learn more, so I took everything everyone was telling me."

"I was this eager young person who said show me everything."

That aptitude for learning caught the eye of her GM, who became her mentor. She moved through different positions in the hotel—AP, front desk manager, even housekeeping, as she learned the details of the business. She credits that experience around the property with her ability to handle the demands of her role as Director of Operations.

"It definitely helped my overall success," she said. "Each department is different, so getting to know how they worked was important to me."

Another thing that helped her, she said, is always having a strong sense of wanting to make people feel comfortable and at home. A first generation American whose parents came from Greece, Keramari credits her family and their culture with imbuing her with a love for hospitality.

"I come from a background of inviting people over and ensuring they feel well taken care of," she said. "Greek culture is very hospitable, but it's also about the connection you make with people and the memories you make for them."

That aligns perfectly with the Chancellor, an iconic property located on Union Square in the heart of downtown San Francisco. As an international destination for tourism and business travel alike, the hotel serves guests from a multitude of different cultures and parts of the world. In addition, the hotel has a significant percentage of long-time guests who return on a regular basis, giving Keramari an opportunity to develop a true relationship with them.

"This hotel in particular has a lot of repeat guests, so even when I first started, I was serving guests who had stayed here for 20 or even 30 years," she said. "So going to work for me feels like going home, because I see people who are like family. And when you're in a place where you feel so comfortable, you want to make them comfortable, just like they were coming to your home."

Having both regular visitors as well as a steady stream of international guests also helped Keramari overcome her natural shyness.

"When you work in Downtown SF you do get those diverse people from all over the world, and being able to talk to them was a big help."

Keramari, recipient of the 2019 CHLA Stars of the Industry Award for Manager of the Year, hopes that many other people like her will find out about the hospitality industry and decide to make it a career. She cites the great diversity—not only in the types of roles within the industry from guest services to event planning to management, but also the "endless opportunities to engage people from different backgrounds and cultures that come into your property."

For those who are considering a hospitality career, she has some advice: "I would tell them to embrace learning and be open to every aspect of the industry. The hospitality industry offers so many opportunities. If you're open to learning about each one, you learn so much. And more important, you'll make connections that are lifelong." ★

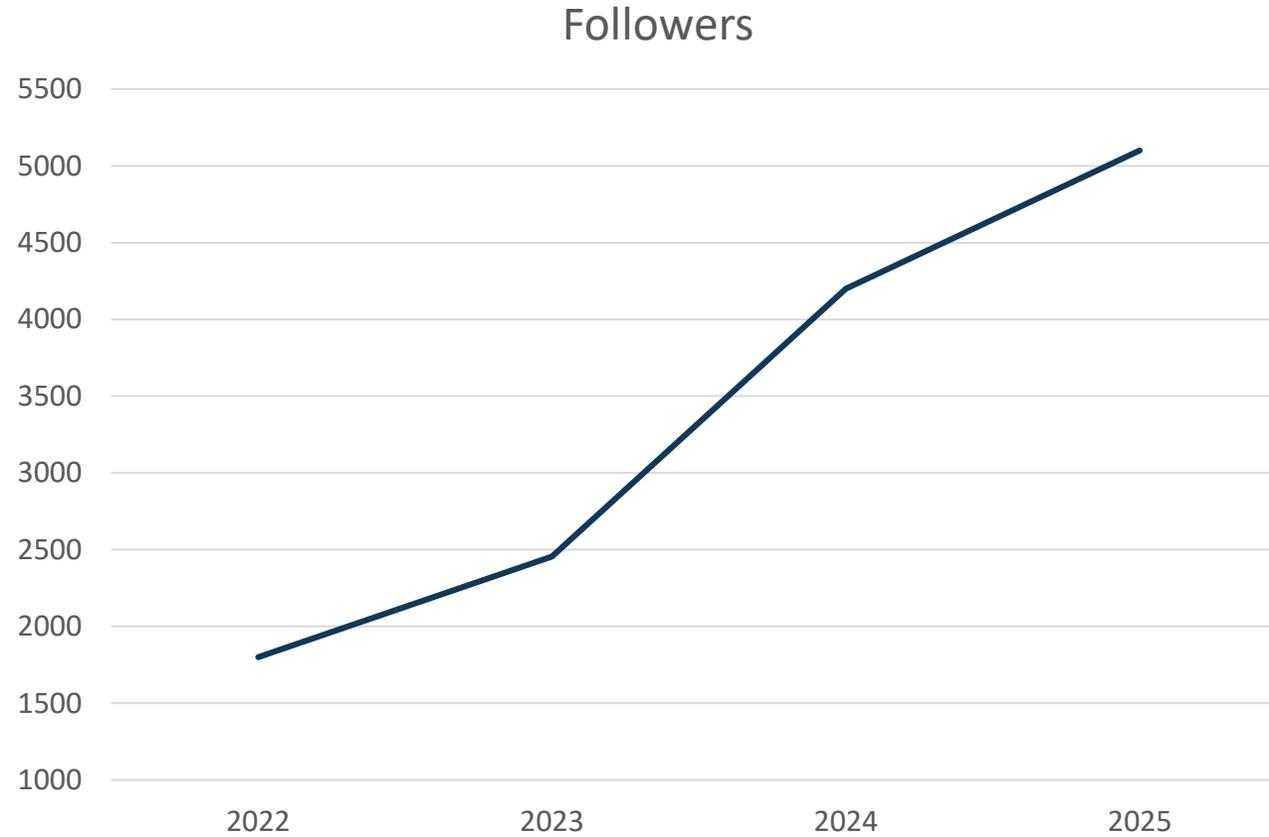


The hospitality industry offers so many opportunities. If you're open to learning about each one, you learn so much. And more important, you'll make connections that are lifelong.

CAREER OUTLOOK ★



# Case Study 4: Mini Content Innovations



# Case Study 5: Brand Touchpoints



# Case Study 5: Brand Touchpoints



PRE BLACK FRIDAY DEALS   FEATURED BRANDS   MENS   LADIES   ACCESSORIES AND GIFTS   HEADWEAR   CART (1)



*Turtleson*  
Carter Stripe Quarter Zip Pullover

\$134.00



*johnnie-O*  
Talon Hoodie

\$136.00



*Turtleson*  
Fusion II Vest

\$169.00



SALE

*johnnie-O*  
Freeborne Quarter Zip

From \$99.99 ~~\$128.00~~



*Marine Layer*  
Corbet Pullover

\$165.00



*Marine Layer*  
Corbet Quilted Crewneck

\$118.00



*Custom Drinkware*  
Printed Pint Glass Set (4)

\$89.00



*Comfort Colors*  
Garment-Dyed Heavyweight Long Sleeve  
T-Shirt

\$49.95



**Your ideas.....**

# QUESTIONS?



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