AHLA

The American Hotel & Lodging Association

2025 STATE OF THE INDUSTRY PARTNER TRENDS & INSIGHTS REPORT

TABLE OF CONTENTS

Click on section to view. Click on 🏠 to return here.

FOREWORD

The United States hospitality industry continues to face challenges on the road to recovery as the industry adapts to evolving consumer preferences, advancing technology, and operational challenges. Hoteliers will also contend with rapidly evolving potential economic headwinds related to trade policy and international tourism. The American Hotel & Lodging Association 2025 State of the Industry Report, produced in collaboration with Accenture and released in February 2025, captures a moment-in-time look at the industry on a national level, outlining these challenges and identifying emerging, potential growth opportunities.[1]

This second installment of AHLA's 2025 State of the Industry Report focuses on "Partner Trends and Insights." An exclusive analysis for AHLA from Oxford Economics and STR data highlights state-level projections for employment, wages, and taxes. The data presented in this report includes 2024 figures and 2025 projections as of December 2024. 2025 projections are subject to change throughout the year due to regulatory developments and shifts in consumer behavior following the report's release.

Additionally, the report features insights from leading industry observers and vendors, who examine key decisions facing hoteliers and provide perspectives on both challenges and opportunities.

We hope these insights will help industry leaders and organizations better understand the trends affecting their businesses and shed light on strategies to adapt and thrive in the year ahead—and beyond.

2025 PARTNER TRENDS AND INSIGHTS AT A GLANCE

MILLENNIALS AND GEN Z ARE REDEFINING THE TRAVEL INDUSTRY. AHLA Platinum Partner American Express finds that Millennials and Gen Z are helping drive U.S. growth and recovery in travel. These card members spent almost twice as much on lodging in 2023 as in 2019. They're also more likely to prioritize travel experiences than previous generations.[2]

CLEANLINESS, SECURITY, AND IN-PERSON STAFF INTERACTION REMAIN ESSENTIAL TO HOTEL SELECTION, POSITIVE EXPERIENCES, AND REVIEWS. As the industry and guest preferences continue to evolve, what remains constant is the importance guests place on cleanliness and property security. A study conducted on behalf of AHLA Platinum Partner Ecolab found that cleanliness continues to be a major factor influencing hotel selection (beyond price and location) and is the top driver of positive experiences and reviews. Guests are also placing more importance on hotel security measures as well as on positive interactions with staff. A comparison of Ecolab's latest consumer survey results to last year's shows the importance of security and a quick, easy check-in/out process as something hotels should prioritize to ensure guests have a positive experience.[3]

CUTTING-EDGE INNOVATIONS IN HUMAN RESOURCES ARE ADDRESSING TEAM MEMBER NEEDS. In 2024, AHLA Platinum Partner Encore emphasized the growing importance of fostering human connections during events and training teams to provide personalized experiences to guests.[3] In this year's report, Encore takes a closer look at strategies to support those teams, particularly as the hotel industry continues to manage the challenges of seasonal fluctuations. Encore finds that innovative HR programs, including a first-of-its-kind overtime savings program and seasonal leaves of absence, are providing flexibility for team members while encouraging financial well-being.

HOTELS CAN IMPROVE RETENTION BY OFFERING A POSITIVE ONBOARDING EXPERIENCE AND LEVERAGING TECHNOLOGY IN HIRING. Research from AHLA Gold Partner Hireology shows that job seekers prioritize competitive pay, flexibility, and career growth. Candidates are more selective, requiring clear, mobile-friendly job postings, and fast application processes.

ARTIFICIAL INTELLIGENCE AND ECO-INNOVATION ARE MAKING HEADWAY AS GUESTS TAKE CONTROL OF THEIR JOURNEY. Technology is at the heart of the transformation awaiting the hospitality industry. Last year, AHLA Platinum Partner Oracle predicted that hoteliers would look to AI innovations that elevate guest experiences, simplify operational tasks, and increase efficiency.[3] In the year ahead, Oracle expects AI-driven automation will move from experiments to concrete initiatives that solve acute industry problems, create new opportunities, and give guests more power and control. Similarly, while Oracle anticipated a heightened focus on security and compliance in 2024, the company now expects security will become a competitive advantage in 2025. Oracle noted in 2024 that the industry would seek out tech consultants to help navigate digital transformations. In 2025, Oracle expects hospitality organizations to continue relying on expertise from their partners as they consolidate their tech ecosystems under fewer vendors to reduce friction and silos among systems.

ARRIVAL THROUGH DEPARTURE IS BECOMING AN INTEGRATED EXPERIENCE.
In 2024, AHLA Silver Partner Towne Park noted that parking plays a pivotal role in shaping guest experiences and can be an important source of incremental hotel revenue if managed effectively.[3] Towne Park finds in 2025 that hotels are creating strong and lasting first impressions by integrating valet, self-parking, and bell and door services into a seamless operation. Its most recent data confirms that an effectively managed and operated hotel parking program can significantly drive both revenue and profitability.

STATE-LEVEL DATA SNAPSHOT AND OUTLOOK

HOTEL EMPLOYMENT

Over the past four years, U.S. hotels added back more than 467,000 direct employees out of the more than 680,000 employees lost due to COVID in one year from 2019 to 2020. The work to rebuild the hospitality workforce continues with a focus on employee retention: Hotels directly employed more than 2.15 million people in 2024 and are expected to employ over 2.17 million people in 2025. Altogether, U.S. hotels are expected to add more than 14,000 direct employees in 2025, falling short of 2018 and 2019 employment levels.[1]

2024 Hotel Employment*
CLICK ON MAP TO VIEW INTERACTIVE ONLINE MAP

Legend: 0-10,000 | 10,000-20,000 | 20,000-40,000 | 40,000-60,000 | 60,000-100,000 | 100,000-200,000 | 200,000+
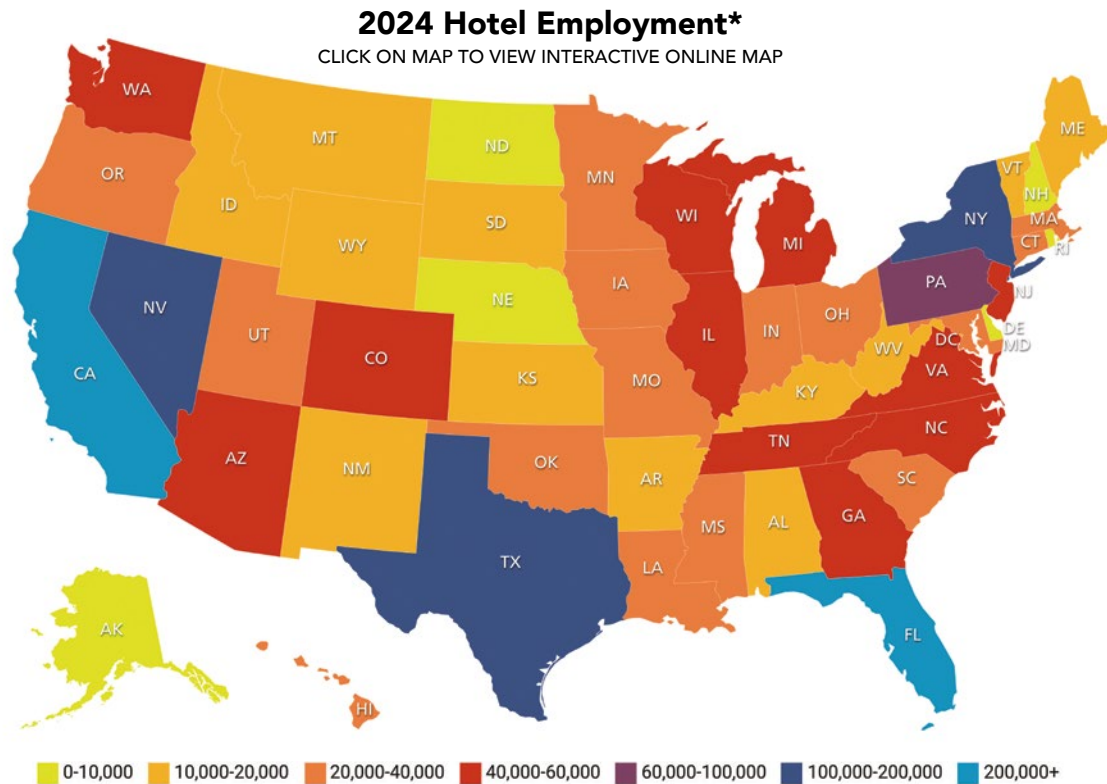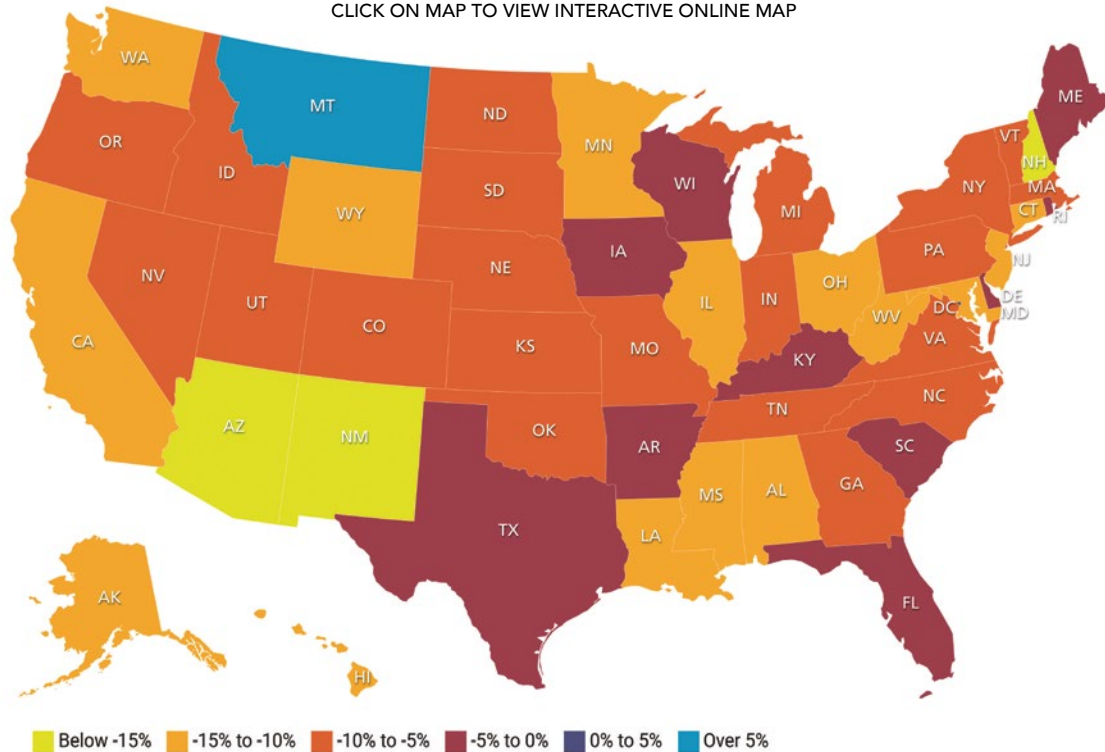
Direct Hotel Employment
Data sourced from Oxford Economics and STR/Costar Group

More than half of all states are projected to experience higher levels of hotel employment in 2025 compared to 2024. However, only two states—Montana (+16.29% vs. 2019) and Washington, D.C. (+1.75% vs. 2019)—are expected to exceed their pre-pandemic employment levels.

2019 vs. 2025 Projected Change (%) in Hotel Employment*
CLICK ON MAP TO VIEW INTERACTIVE ONLINE MAP

Legend: Below -15% | -15% to -10% | -10% to -5% | -5% to 0% | 0% to 5% | Over 5%

*Direct Hotel Employment
Data sourced from Oxford Economics and STR/Costar Group

New Hampshire is projected to experience the most significant shortfall, with 2025 employment levels anticipated to be 21.87% below those of 2019. These projections highlight ongoing labor challenges in the hospitality industry, emphasizing the need for continued workforce development initiatives to support job recovery and long-term employment stability. For a comprehensive overview of state-level employment data, refer to the Direct Hotel Employment table in the Complete State-Level Data chapter.

States With Highest Projected Year-Over-Year Employment Growth (# of Jobs)

State	2019	2024	2025 Projected	2025 Projected vs. 2024	2025 Projected vs. 2019
United States	2,366,919	2,154,619	2,168,676	14,058	-8.38%
Nevada	201,722	173,033	181,906	8,873	-9.82%
New York	113,791	102,914	106,779	3,864	-6.16%
Illinois	59,720	49,072	52,249	3,177	-12.51%
Louisiana	37,029	29,801	32,380	2,580	-12.55%
Maryland	32,749	27,028	29,159	2,131	-10.96%

Source: Oxford Economics and STR/CoStar Group

HOTEL WAGES & SALARIES

In 2025, total wages, salaries, and other compensation paid in U.S. hotels are expected to increase total wages, salaries, and compensation by 2.13%, surpassing $128.47 billion compared to 2024. This represents a 25.60% increase above 2019's level. At the state level, 28 states are expected to surpass the national industry growth rate, with overall wages, salaries, and other compensation exceeding both year-over-year and pre-pandemic levels.[1]

2024 Hotel Wage & Salaries*
CLICK ON MAP TO VIEW INTERACTIVE ONLINE MAP

Legend: $250M-$750M | $750M-$1.5B | $1.5B-$3B | $3B-$6B | $6B-$10B | $10B+

*Including Other Compensation
Data sourced from Oxford Economics and STR/Costar Group

Ten states are projected to see the highest increase in total wages, salaries, and other compensation paid by hotels compared to 2019. Of these, six are also expected to record the highest growth relative to 2024. These projected increases are driven by overall industry expansion, but more importantly, by a rise in per-employee wages and salary growth within the industry.

2019 vs. 2025 Projected Change (%) in Hotel Wage & Salaries*

CLICK ON MAP TO VIEW INTERACTIVE ONLINE MAP

5%-15% 15%-25% 25%-35% 35%-45% 45%-60% 60%+
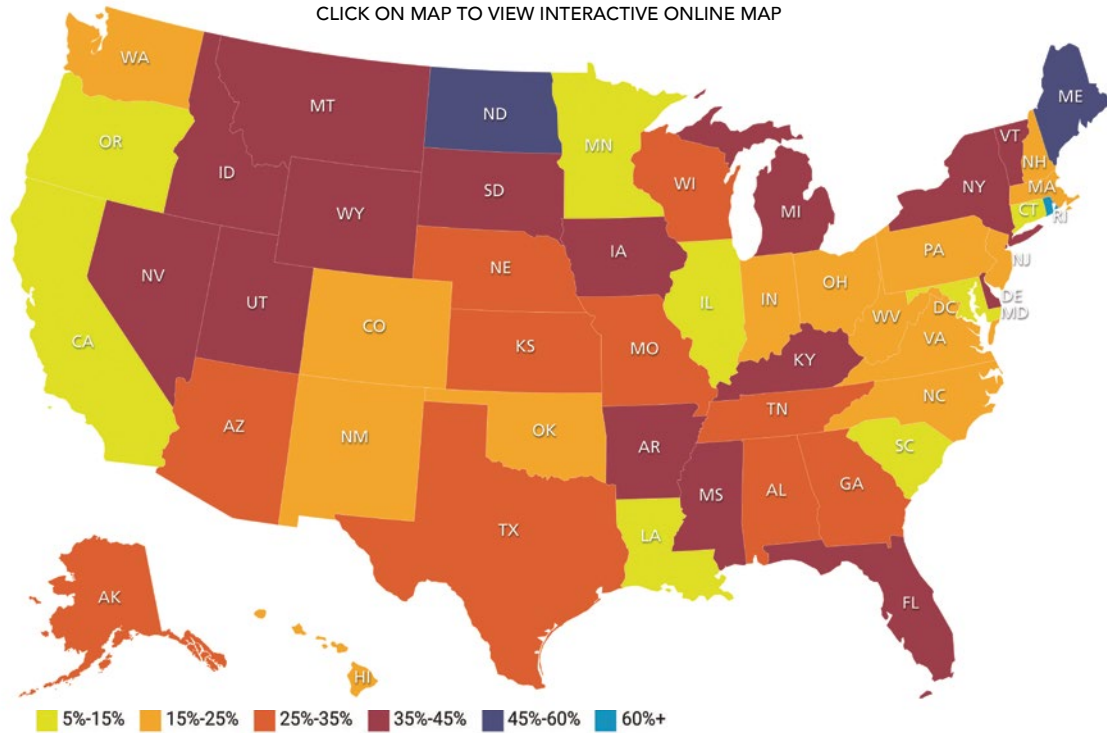
*Including Other Compensation
Data sourced from Oxford Economics and STR/Costar Group

Compared to 2019, Rhode Island is expected to lead with a 69.98% increase from 2019, followed by North Dakota (57.20%), Nevada (44.00%), Arkansas (40.12%), South Dakota (39.18%), and Utah (38.48%). These states are also anticipated to see strong year-over-year increases from 2024 to 2025. For a comprehensive view of all state data, please refer to the Hotel Wages, Salaries, and Other Compensation table in the Complete State-Level Data chapter.

States with Highest Projected Change Rate in Total Wages, Salaries, and Other Compensation Paid vs. 2019 (%)

State	2019	2024	2025 Projected	2025 Projected vs. 2024	2025 Projected vs. 2019
Rhode Island*	$316,337,152	$504,315,507	$534,561,158	6.00%	68.98%
North Dakota*	$285,789,904	$423,540,760	$449,267,928	6.07%	57.20%
Maine	$466,536,688	$690,303,009	$698,963,097	1.25%	49.82%
Nevada*	$11,660,438,484	$15,949,163,528	$16,790,568,132	5.28%	44.00%
Montana	$420,863,949	$593,855,828	$594,223,591	0.06%	41.19%
Arkansas*	$341,619,805	$462,918,059	$478,671,913	3.40%	40.12%
South Dakota*	$329,930,655	$444,186,989	$459,213,704	3.38%	39.18%
Utah*	$923,089,459	$1,238,375,656	$1,278,310,232	3.22%	38.48%
Vermont	$481,865,984	$649,105,821	$664,718,859	2.41%	37.95%
Delaware	$201,160,193	$261,845,216	$274,904,032	4.99%	36.66%

*Among top 10 states for both 2025 vs. 2019 and 2025 vs. 2024 wage and salary increase.
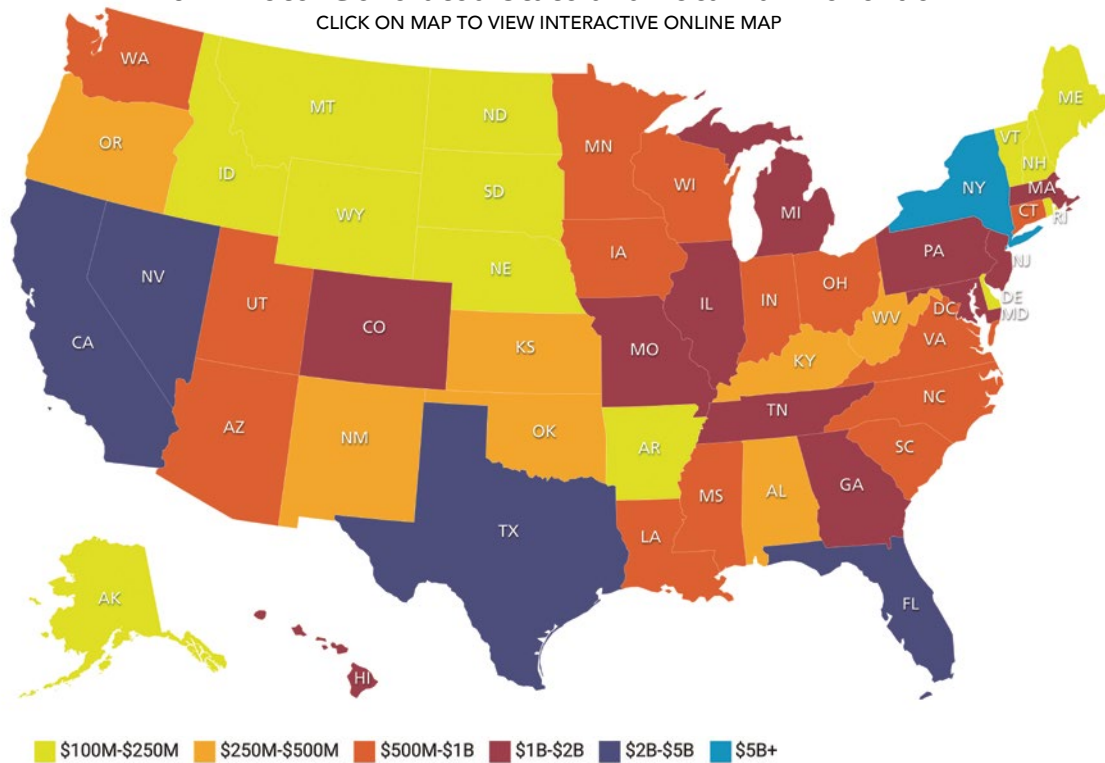Source: Oxford Economics and STR/CoStar Group

FEDERAL, STATE & LOCAL, AND LODGING TAX REVENUE

The hotel industry is an essential presence in local economies nationwide. Hotels provide jobs, welcome tourists, and help boost spending in their markets. In 2025, hotels in every state are expected to generate more state and local taxes than in 2024, totaling $55.46 billion. Additionally, total hotel-generated federal taxes are expected to exceed $30.14 billion, up 2% from the previous year, and total hotel-generated lodging taxes are expected to reach $26.82 billion, up 3.72% from 2024.[1]

2024 Federal, State & Local, and Lodging Tax Revenue

CLICK ON MAP TO VIEW INTERACTIVE ONLINE MAP

Legend: $200M-$500M | $500M-$1B | $1B-$1.5B | $1.5B-$3B | $3B-$5B | $5B+

Data sourced from Oxford Economics and STR/Costar Group

2024 Hotel-Generated State and Local Tax Revenue*

CLICK ON MAP TO VIEW INTERACTIVE ONLINE MAP

Legend: ■ $100M-$250M ■ $250M-$500M ■ $500M-$1B ■ $1B-$2B ■ $2B-$5B ■ $5B+

*Including Lodging Taxes   Data sourced from Oxford Economics and STR/Costar Group

In 2024, hotels made significant contributions to state and local tax revenues, underscoring the hospitality industry's integral role in supporting local economies. States such as New York, California, Nevada, and Florida led the nation, collectively generating nearly $20 billion in state and local taxes, driven by demand from both business and leisure travelers. Nevada, California, and Hawaii notably produced substantial lodging tax revenues, with Hawaii alone generating $1.03 billion, emphasizing the state's dependence on guest spending in hotels. For a comprehensive view of all state data, please refer to the Hotel Generated Federal, State & Local, and Lodging Tax Revenue table in the Complete State-Level Data chapter.

States with Highest Total Hotel-Generated Taxes in 2024 ($)

State	Total	Federal	State and Local*	Lodging
United States	**$83,519,125,562**	**$29,549,403,207**	**$53,969,722,354**	**$25,853,885,964**
Nevada	$8,568,551,589	$4,043,365,848	$4,525,185,741	$1,761,908,026
New York	$8,559,412,365	$2,523,130,880	$6,036,281,485	$2,787,764,115
California	$8,524,288,651	$3,599,760,328	$4,924,528,322	$2,669,607,545
Florida	$7,435,461,945	$2,997,162,904	$4,438,299,041	$2,528,246,116
Texas	$4,287,718,898	$1,468,269,158	$2,819,449,740	$1,834,757,811
Illinois	$2,582,636,846	$729,148,035	$1,853,488,811	$728,057,206
Michigan	$2,358,191,839	$708,342,877	$1,649,848,962	$508,355,645
Massachusetts	$2,302,966,953	$637,897,618	$1,665,069,334	$750,302,342
Hawaii	$2,300,638,436	$823,142,539	$1,477,495,897	$1,030,504,433
Pennsylvania	$1,988,078,860	$597,600,231	$1,390,478,629	$527,774,429

*Including lodging taxes   Source: Oxford Economics and STR/CoStar Group

PARTNER HIGHLIGHT

AMERICAN EXPRESS
HOW MILLENNIALS AND GEN-Z ARE REDEFINING THE TRAVEL INDUSTRY

Content From [AHLA Platinum Partner American Express](#)

Millennial and Gen-Z consumers are redefining how we live, work, and play—especially when it comes to travel.

Data shows younger generations are more likely than previous generations to prioritize travel experiences. In comparison to Gen X (64%) and Baby Boomers (56%), the 2024 Amex Global Travel Trends survey found that 71% of Millennial and Gen-Z respondents are willing to give up daily expenses, like coffee and food delivery, to save money for travel.[2]

Younger generations are also fundamentally driven by the desire for adventure, often finding inspiration via social media. Survey data from Amex's 2023 Global Travel Trends Report shows almost half (46%) of Millennial and Gen-Z respondents say they have been inspired to travel to a destination because of Instagram, and 29% of Millennial and Gen-Z respondents say they have been inspired to travel to a destination from TikTok.[4]

And that inspiration is converting to action: American Express has seen Millennials and Gen-Z help drive the U.S. growth and recovery in travel, with spending by these card members on lodging in 2023 almost double 2019 levels.

This group's influence, combined with their appetite for travel, has the potential to redefine the travel industry in ways that reflect their diversity. As travel merchants explore opportunities to inspire Millennial and Gen-Z bookings, consider these four travel trends driving this demographic's adventurous spirit:

Pop Culture and Sporting Events: Both internationally and domestically, fans are logging serious miles to witness their favorite events or pop culture destinations first-hand.

- The majority of Millennial and Gen-Z travelers (70%) agree that they have been inspired to visit a destination after seeing it featured in a TV show, news source, or movie.[4]
- Across generations, the majority of travelers (58%) were interested in traveling for sporting events in 2024—with Millennial and Gen-Z travelers reporting even more interest (67%).[2]

Local and Purposeful Travel: Millennial and Gen-Z travelers are looking for more than just a scenic view—they're booking travel inspired by personal interests.

- 86% of Millennial and Gen-Z travelers agree that they want to shop at small businesses when they travel to a new location.[4]
- 79% of Millennial and Gen-Z travelers agree that they would love to partake in a day in the life of locals in the destination they are visiting.[4]

On a Whim: Younger generations are seeking flexibility in their travel plans and leaving room for spontaneity. This has increased the appeal of last-minute bookings, one-way tickets, and other choices that open the door to discovery.

- 77% of Millennial and Gen-Z travelers have booked a last-minute trip, compared to 65% of Gen-X and 52% of Baby Boomers.[2]
- The majority (68%) of Millennial and Gen-Z travelers agree that they like to leave unplanned time in their trip to experience local culture and activities.[2]

Wish List Trips: Millennial and Gen-Z travelers are booking more personalized, "once-in-a-lifetime" trips—and they're willing to pay for them.

- 76% of Millennial and Gen-Z travelers care more about creating a travel experience that best fits their expectations than about the cost of the trip.[4]
- And 58% of Millennial and Gen-Z travelers want a travel agent or trusted advisor to help them book a major trip this year.[2]

Millennials and Gen-Z comprised over 60% of new American Express consumer accounts globally in 2023. Their influence is ushering in a new age of travel—one that reflects today's "experience era," where people are putting a premium on travel experiences. The influx of these adventure-seekers creates opportunities for travel merchants to target Millennial and Gen-Z customers when they plan their travel, inspiring and recommending bookings based on their values and passions.

Travel merchants can align with partners who help connect their customers with the people, places, and experiences that matter to them most—whether a global network of travel consultants, airport lounges, dining reservations, or hotel collections. Partners can also help merchants reach travelers through data-driven insights and marketing capabilities.
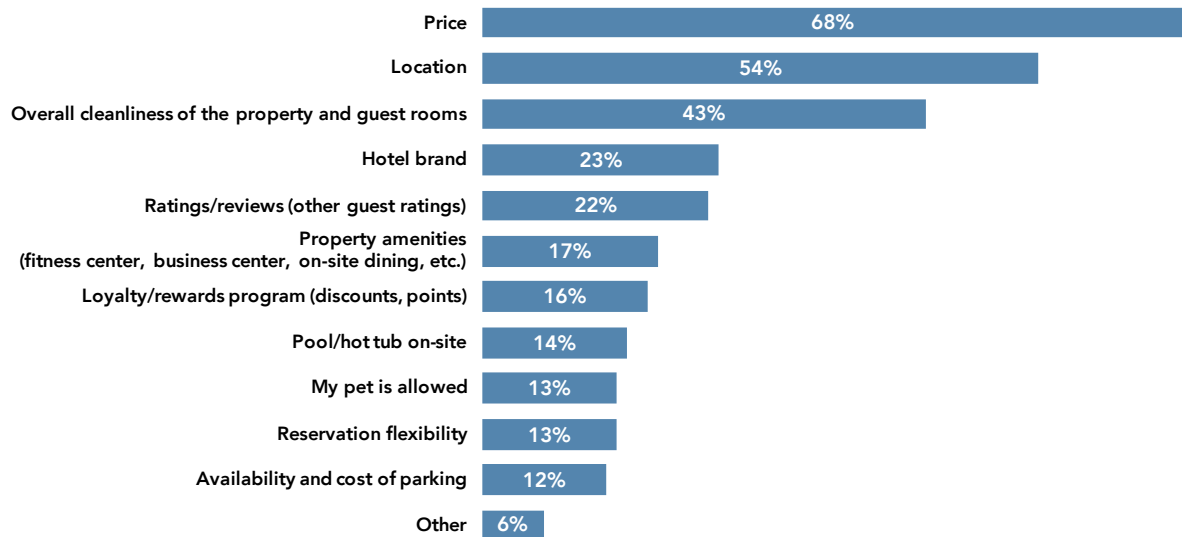
ECOLAB

CONSUMER STUDY SHOWS CLEANLINESS REMAINS ESSENTIAL TO HOTEL SELECTION, GUEST EXPERIENCE, AND REVIEWS

Content From AHLA Platinum Partner Ecolab

As industry trends and guest expectations evolve, cleanliness and property security, for both guests and employees, remain fundamental priorities, ensuring a safe, comfortable, and positive experience for all hotel guests. In September 2024, for the fifth consecutive year, a third-party research firm conducted a study on behalf of Ecolab. This year's survey, which consisted of 508 consumers, focused on factors that influence hotel selection and aspects that could lead to a positive or negative review. Cleanliness continues to be a top factor influencing hotel selection (behind only price and location), and is the top driver of positive experience and reviews. Additionally, positive interactions with staff are critical to consumers, highlighting the people-first nature of our business.

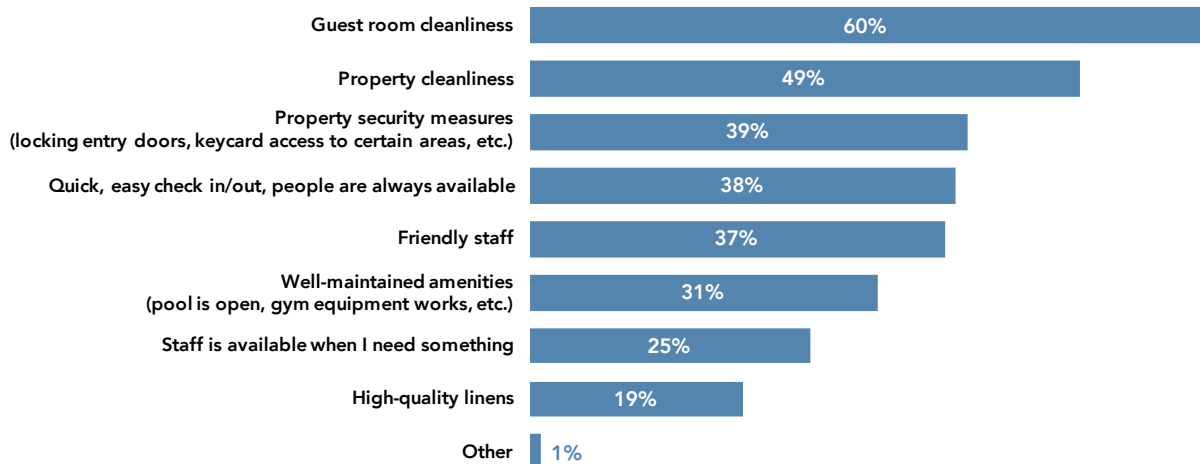## Attracting Guests: Factors That Influence Hotel Selection

For the third consecutive year, price, location, and cleanliness, respectively, continued to be the leading factors influencing hotel selection. When it comes to attracting guests, cleanliness matters. An effective cleaning program can give hotels with similar locations and price points a competitive advantage.

What are the top three factors most likely to influence your choice to stay in a hotel?

Factor	Percentage
Price	68%
Location	54%
Overall cleanliness of the property and guest rooms	43%
Hotel brand	23%
Ratings/reviews (other guest ratings)	22%
Property amenities (fitness center, business center, on-site dining, etc.)	17%
Loyalty/rewards program (discounts, points)	16%
Pool/hot tub on-site	14%
My pet is allowed	13%
Reservation flexibility	13%
Availability and cost of parking	12%
Other	6%

Guest Satisfaction: Focus Areas To Improve Guest Experience

While guest room and property cleanliness continued to be the top areas hotels should focus on to improve guest experience, property security measures bumped "friendly staff" out of the number-three spot, as did having a quick, easy check-in/out process.[3] In addition to having a comprehensive cleaning program, hotel owners and operators can help improve guest satisfaction by prioritizing security measures, such as key-card access to entry and certain areas, and ensuring a smooth check-in/out process for guests.

What are the top three steps a hotel should take to ensure you have a positive experience?

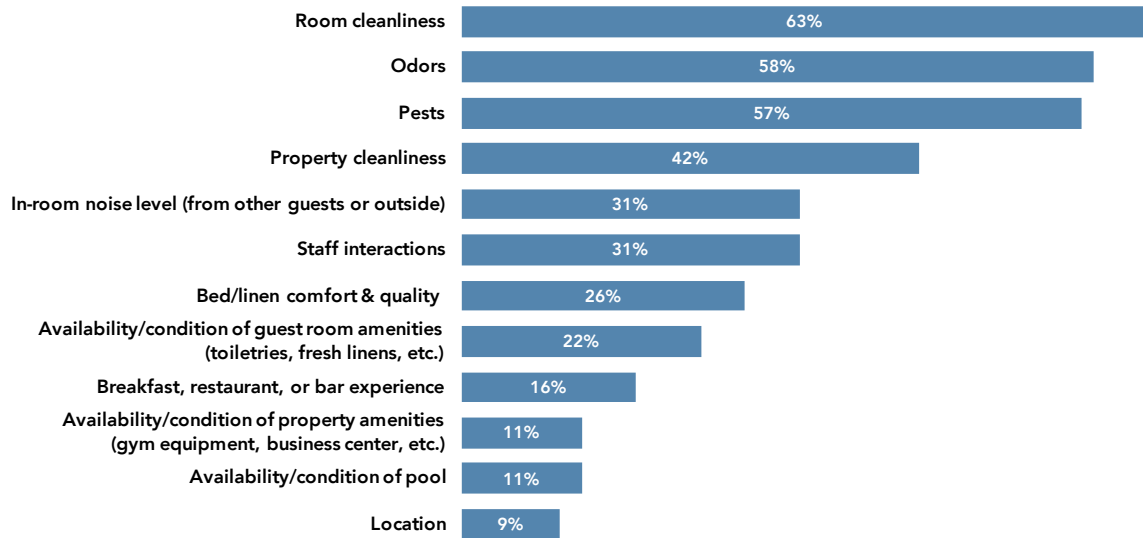|	
Guest room cleanliness	60%
Property cleanliness	49%
Property security measures (locking entry doors, keycard access to certain areas, etc.)	39%
Quick, easy check in/out, people are always available	38%
Friendly staff	37%
Well-maintained amenities (pool is open, gym equipment works, etc.)	31%
Staff is available when I need something	25%
High-quality linens	19%
Other	1%

Reasons Guests Leave Reviews

Reviews can impact a hotel's brand and future guest consideration. When asked what would prompt them to leave a review, positive or negative, guests reported cleanliness as a leading reason.
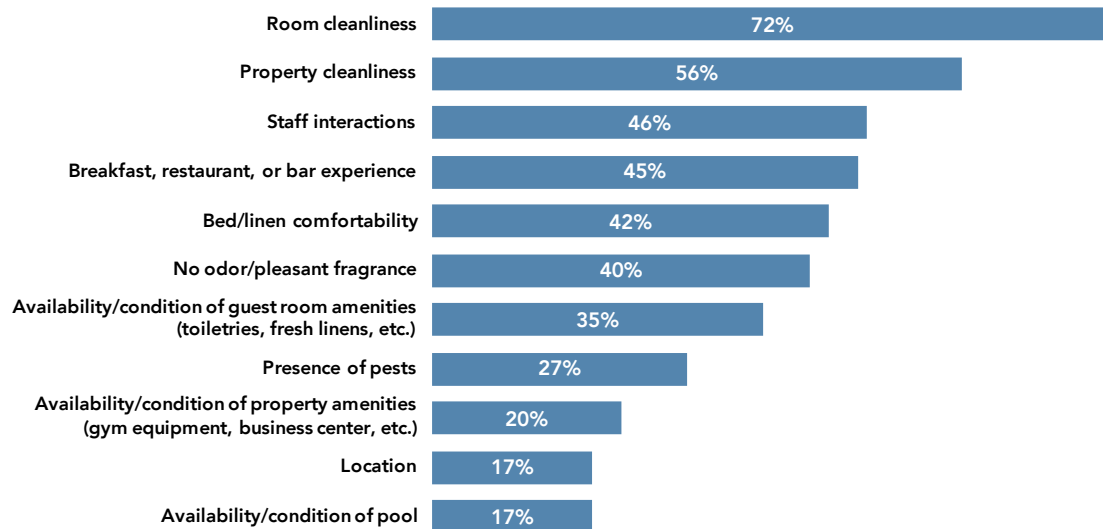
Although 37% of guests chose friendly staff as a top driver of positive experience, 46% included staff interactions as a top reason to leave a positive review. Beyond cleanliness and staff interactions, hotels have an opportunity to drive positive reviews through pleasant food and beverage experiences. The survey showed nearly half of guests (45%) would leave a positive review based on their breakfast, restaurant, or bar experience. A targeted focus on staff interaction and training along with a comprehensive cleaning program, inclusive of food safety and pest elimination, can help hotel owners and operators ensure guests enjoy their stay and reflect that in their reviews.

What would lead you to leave a negative review?

Category	Percentage
Room cleanliness	63%
Odors	58%
Pests	57%
Property cleanliness	42%
In-room noise level (from other guests or outside)	31%
Staff interactions	31%
Bed/linen comfort & quality	26%
Availability/condition of guest room amenities (toiletries, fresh linens, etc.)	22%
Breakfast, restaurant, or bar experience	16%
Availability/condition of property amenities (gym equipment, business center, etc.)	11%
Availability/condition of pool	11%
Location	9%

What would lead you to leave a positive review?

Category	Percentage
Room cleanliness	72%
Property cleanliness	56%
Staff interactions	46%
Breakfast, restaurant, or bar experience	45%
Bed/linen comfortability	42%
No odor/pleasant fragrance	40%
Availability/condition of guest room amenities (toiletries, fresh linens, etc.)	35%
Presence of pests	27%
Availability/condition of property amenities (gym equipment, business center, etc.)	20%
Location	17%
Availability/condition of pool	17%

Does a Hotel's Commitment To Sustainability Attract Guests?

Sustainable practices in a hotel can have a positive impact on customer experience and their likelihood of choosing to stay at a hotel. About 60% of all guests said they were more likely to choose a hotel committed to four key sustainability initiatives: efficient energy usage, efficient water usage, reduction of plastics and landfill waste, and reduction of greenhouse gas emissions. This preference was more pronounced for luxury and business travelers, with around 70% saying they were more likely to choose hotels committed to sustainability efforts.

By choosing supplier partners that are committed to advancing sustainability through environmentally friendly solutions and programs, hotel owners and operators can reach sustainability goals, reduce costs, and attract guests.

ENCORE
CUTTING-EDGE HR INNOVATION ADDRESSES TEAM MEMBER NEEDS

By Mike Stengel, SVP, Strategic Partnerships & Venue Relations, AHLA Platinum Partner Encore

It's a truism for the hospitality industry, but it's worth repeating: If you want happy and loyal customers, that journey begins and ends with happy, loyal team members.

Whether an owner, operator, or manager of a hotel, following that modus operandi pays off, as studies show. Some align an engaged and satisfied workforce to greater profitability. Others show that a sense of belonging at work equates to significantly greater workforce productivity, a 50% drop in turnover risk, and a 75% reduction in sick days. And greater consistency in the workforce means greater consistency for customers. Companies that reduce turnover and increase tenure can do great things. How can businesses get there—and stay there?

Some of the largest hotel chains partner with the leading workplace culture authority, Great Place to Work, as does Encore. To earn certification, companies must surpass benchmarks in workforce satisfaction, then commit to action plans to improve for the next year based on insights from the survey.

But where do they go from there?

Encore is four years into the journey of building back better than before, including joining Great Place to Work and earning a certification in 2022-2023 and 2023-2024. This journey includes an incremental $200+ million invested in just two years for initiatives including expanded benefits, training, programs, and internal technology to improve the team member experience and the customer experience.

One area of focus is on challenges caused by the seasonality of the industry. Seasonal fluctuations have long been difficult for the industry, and until now, leaders largely thought much of that was outside their control.

In 2024, Encore will become the first company in the United States to offer an overtime savings program that enables team members to pre-select a portion of their overtime wages to be saved for the off-season, when hours may not be as available. This innovation empowers people to create a savings cushion and encourages financial well-being and money management. For many, when they are paid and can save their extra earned funds immediately, it makes it easy to save and plan for the seasonality of the industry. This ability to plan is just as important as how much they are paid.

To encourage participation, Encore is also providing a matching incentive.

Why does this matter?

According to recent news, as many as 77% of Americans are stressed about their money situations, and more than 50% of Americans cannot pay for a $1,000 emergency expense out of pocket.[5] The more employers can do to reduce stress for team members, the more focused they can be on the job. Happy team members make happy customers.

Encore also launched another financial wellness program called Seasonal Leave of Absence, which provides flexibility to team members to take a short break during the off-season to pursue other jobs, education, or their passions while they maintain active status so they can pick up shifts if desired and return to work easily as business volumes pick up. Encore pays 100% of their insurance benefits, and they can continue to earn paid time off, apply for unemployment, and return with no interruption to their tenure.

Encore also offers a service excellence incentive plan and profit-sharing incentive plan for team members. This creates a sense of ownership and ensures pride in performance at every venue, every time.

In addition, Encore's team is offered salary advances for time worked to demonstrate the company's investment in the financial well-being of every employee, thus avoiding payday loans, overdraft fees, and late fees. It's not a loan, so there is no interest—just their money, in their hands sooner. The money is simply deducted from the team member's next paycheck and provides flexibility to pay things on their schedule.

For Encore, this is just one way of showing teams that leaders sincerely listen to their challenges and are invested in their well-being as well as their career development. When companies succeed in demonstrating to team members that they care about them and their unique circumstances, teams will pay it forward to customers.

HIREOLOGY
ATTRACTING LOYAL HOSPITALITY WORKERS: HOW TO STAND OUT AND QUICKLY FILL ROLES WITH TOP TALENT AT HOTELS
Content From [AHLA Platinum Gold Hireology](#)

The hospitality industry is in the midst of a transformative period. While the broader job market is showing signs of balance, hiring challenges for hotels remain significant. According to Hireology's *Future of Hospitality Hiring 2024* survey, 91% of hospitality leaders report that hiring remains difficult, with housekeepers being the hardest role to fill. To address these challenges, it's essential to understand the preferences shaping today's job seekers, especially those seeking long-term roles.

Hireology and AHLA conducted research on hospitality job seekers, uncovering insights to help hotels attract and retain loyal employees. By focusing on what job seekers value—career growth, schedule flexibility, and fulfilling work—hotels can stand out and quickly fill their open positions with top talent.

The Power of Loyalty in Hospitality

The good news for the industry is that hospitality workers are highly loyal. Hireology's study found that 88% of hospitality job applicants are either very loyal or somewhat loyal to their industry, and 66% are loyal to their current employer. However, this creates a challenge: capturing the attention of those already satisfied in their roles.

Hoteliers must provide compelling reasons for workers to switch. The survey data shows that the top reasons for loyalty are competitive pay (32%), schedule flexibility (32%), and fulfilling work (28%). These factors can entice them to consider new opportunities, especially if combined with career growth prospects (38%) and better working conditions (31%).

Job Seekers Are More Selective

Another key survey finding is that hospitality job seekers are becoming more selective. While 59% of respondents are applying to many positions, 33% are applying only to select opportunities, showing that casting a wide net is no longer the primary strategy. Job seekers are taking their time to evaluate employers carefully.

With this in mind, it's critical for hoteliers to create job postings and career pages that resonate with selective job seekers. Salary remains the most important factor for 37% of survey respondents, followed by schedule flexibility (16%) and career growth opportunities (14%). Communicating these benefits clearly in job descriptions is key to standing out.

Speed Matters

In today's fast-paced market, speed and simplicity can make or break a hotelier's chance of hiring the best candidate. Hireology's research found that 73% of hospitality job seekers reported abandoning an application because it took too long, and 89% expect to be interviewed within a week of applying.

Hoteliers should streamline their application processes to keep candidates engaged. A lengthy or complex application is one of the top reasons job seekers ghost employers. Simple changes, such as eliminating redundant fields and offering mobile-friendly options, can reduce drop-offs.

Leveraging Technology to Attract Top Talent

Technology is playing an increasingly important role in the hiring process. More than half (53%) of hospitality job seekers reported using their smartphones during the job search, and 72% said they would be willing to apply via text message.

By offering mobile-friendly applications and engaging candidates through text, hoteliers can streamline the process and reach candidates where they are. They should look for platforms that provide tools to make the hiring experience seamless and efficient.

Retention Starts with Hiring

To retain top talent, hoteliers should focus on providing a positive employee experience from day one. This starts with onboarding. Nearly two-thirds (63%) of hospitality job seekers reported satisfaction with the onboarding experience at their most recent job. A well-structured onboarding process that includes thorough training can significantly improve retention.

Conclusion

Attracting and retaining top talent requires a deep understanding of what today's job seekers want. By offering competitive pay, flexibility, and career growth—and by streamlining the hiring process—hotels can position themselves as employers of choice. With the right strategies, hotels can build a loyal, engaged workforce that not only fills open roles quickly but also contributes to long-term success.

ORACLE HOSPITALITY
HOSPITALITY TRENDS FOR 2025: AI, GUEST EMPOWERMENT, AND ECO-INNOVATION

By Alex Alt, Executive Vice President and General Manager, AHLA Platinum Partner Oracle Hospitality

Oracle is leveraging its expertise and insights from working with various hospitality businesses to share predictions for the sector in 2025.

1) AI: From Experiment To Impact

The strong focus on AI-driven automation in the hospitality industry will move from buzzwords and experiments to concrete initiatives that solve acute industry problems and create new opportunities.

From streamlining check-in processes to personalizing guest experiences, AI will enhance customer service, offering real-time, tailored suggestions such as room upgrades or dining recommendations. Thoughtful gestures researched and delivered by a skilled concierge were previously limited by property size or resources. However, AI can help sequence, source, and execute genuine acts of service at properties of all sizes with minimal effort and cost.

Furthermore, AI will play a crucial role in critical decision-making for hoteliers, autonomously monitoring issues that are not even on their radar. For example, AI can alert staff to adjust tomorrow's workforce based on real-time data like flight cancellations. This allows hotels to optimize operations, stay agile, and make data-driven adjustments quickly. AI will also revolutionize staffing by optimizing workflows and taking on tedious tasks, allowing staff to focus on high-value responsibilities.

With open APIs and plug-in marketplaces, hotels can quickly and affordably test AI technologies, receiving results within weeks and enabling faster decisions on adoption or pivoting to alternative solutions.

2) The Guest-Controlled Journey: From Pre-Arrival To Post-Stay

Early innovations in guest-facing applications came with hesitation, resistance, and roadblocks. Hoteliers were nervous about sacrificing guest service and disrupting operations. Those days are behind us, with successful rollouts of hospitality technology solutions easing these concerns, demonstrating improved service and granular control over the guest journey, tailored to hoteliers' needs.

Moving forward, guests will have increased power and control to create memorable and unique experiences. The proliferation of online distribution channels and the emergence of new players in the travel industry, such as credit card companies offering travel rewards and incentives, provide opportunities for technologically savvy individuals to leverage multiple loyalty programs. By "gaming" these programs, they can unlock various perks and further customize their journeys to their specific preferences.

Hoteliers who embrace innovation and focus on creating unique guest experiences are unlocking significant opportunities. By leveraging technology that supports novel experiences both before and during their stays, hotels can enhance their offerings. On-property and above-property technologies enable a customer-centric, attribute-based selling approach, empowering hotels to move beyond traditional room types and rates. This evolution allows guests to customize their stays by selecting specific attributes such as a higher floor, balcony, connecting room, or mini-kitchen, aligning with their preferences and needs. Hotels that recognize and seize these partnership opportunities will find themselves at the forefront, not just in terms of revenue growth but also in delivering unforgettable guest experiences.

3) Tech Consolidation: Streamlining Operations, Enhancing Guest Satisfaction

The hospitality industry is at an inflection point, and technology is at the heart of its transformation. Hotels have come to recognize the critical role that technology plays in driving success and enhancing the guest experience. As guest expectations continue to evolve, it is essential that hotels and hospitality brands stay ahead of the curve. This means not only adopting innovative solutions but also strategically partnering with technology vendors that can simplify their operations and amplify their hospitality offerings.

Consolidating tech ecosystems and choosing vendors that offer a comprehensive suite of core solutions can eliminate the need to duplicate interfaces and map data between systems, which could lead to friction and silos. With this in place, hospitality brands can streamline their operations and reduce the complexity often associated with managing multiple vendors.

This streamlined approach can bring about numerous benefits. Collaborating with vendors that have a broad range of capabilities can drive cost efficiency. By bundling services and solutions, vendors can offer more competitive pricing and flexible packaging tailored to the unique needs of hospitality brands. This not only simplifies the financial side of vendor management but also creates opportunities for cost savings that can be reinvested into enhancing the guest experience.

Another advantage of strategic vendor partnerships is the potential for innovation. When hospitality brands collaborate closely with technology vendors, they can co-create solutions that address specific industry challenges and meet the unique needs of their guests. This collaborative approach fosters a culture of innovation that helps keep hospitality brands at the forefront of the latest advancements, delivering exceptional and differentiated experiences to their guests.

4) Sustainability And Eco-Conscious Innovations Will Make Serious Headway

With 2030 sustainability goals only five years away, there is a reinvigorated focus on sustainability practices as hoteliers incorporate more eco-conscious technology innovations into their properties, such as energy management and smart water monitoring systems.

Additionally, hotel brands will continue to adopt more cloud-based and digital platforms that can reduce on-site energy consumption, promote paperless operations, and minimize waste. An extra emphasis will be placed on using sustainable and recycled materials in products to promote a greener hospitality industry from top to bottom.

5) Security As A Competitive Advantage

Several notable breaches in the past year have reminded the hospitality and gaming industries that they are attractive targets for cybercriminals. Exposing guest data, disrupting operations, and damaging brand reputations, these incidents underlined that security remains a critical priority and an ongoing challenge for hotel brands.

While security is a necessity, going above and beyond can serve as a competitive advantage in an increasingly risky digital world. Guests are becoming more discerning about their personal data, and a breach of trust can lead to a loss of loyalty and significant reputational damage. By treating security as a fundamental aspect of the guest experience, hospitality providers can ensure their brands remain resilient and trusted in the years to come.

As a direct response, hoteliers should anticipate an accelerated move toward cloud solutions in secure data centers. The cloud offers enhanced security capabilities that on-premise solutions often struggle to match. With advanced encryption, multi-factor authentication, and robust access controls, cloud solutions can provide a stronger defense against cyber-attacks.

By leveraging the expertise and infrastructure of cloud providers, hospitality businesses can benefit from purpose-built, secure data centers. These facilities are designed to protect sensitive data and mitigate risks to help ensure that guest information remains safe and confidential.

In 2025, security is table stakes. It is the foundation upon which guest confidence and brand reputation are built. By prioritizing security, hospitality businesses can not only protect themselves but also foster a culture of trust and reliability that resonates with guests.

TOWNE PARK
INTEGRATED ARRIVAL THROUGH DEPARTURE EXPERIENCE: THE ROLE OF PARKING, BELL, AND DOOR SERVICES IN ENHANCING HOTEL GUEST EXPERIENCE WHILE DRIVING REVENUE

Content From AHLA Silver Partner Towne Park

Parking plays a pivotal role in shaping the hotel guest experience from the moment the guest arrives at the front drive. When hotels integrate valet, self-parking, bell, and door services into a seamless operation, they create a strong first and lasting impression, directly influencing guest satisfaction and increasing the likelihood of repeat bookings.

Today, guest expectations around service and experience are greater than ever. A PwC survey found that 73 percent of consumers consider customer experience a crucial factor in their purchasing decision.[6] With an estimated 60,000 hotels in the United States and an estimated 664 new hotels in 2024, hotels must prioritize creating memorable guest experiences.[7]

Seamless integration of parking, bell, and door services into a cohesive arrival through departure experience can deliver hotels a competitive edge and help further define their brand standard, boosting satisfaction and loyalty.

The State of Parking, Bell, and Door Services by Segment

Parking, bell, and door services vary significantly across hotel segments, reflecting different guest expectations and operational priorities.

- **Luxury Hotels:** 71.5% offer valet parking, 28.5% provide paid self-parking; they consider formal bell services programs standard and integral to the overall guest experience.

- **Upscale Hotels:** 17.5% offer valet parking, 30.5% provide paid self-parking; they too consider formal bell services programs standard.

- **Mid-Scale Hotels:** 2.2% feature valet parking and 11.4% offer paid self-parking, striking a balance between self-parking and on-demand bell services, with an emphasis on efficiency and convenience.

- **Economy Hotels:** None offer valet parking and 0.8% feature paid self-parking, prioritizing cost-effective, functional amenities over personalized attention.

By operating as a cohesive unit, staff can flex among parking, bell, and door services, ensuring smooth handoffs from valet to front desk, to bell and the delivery of bags to the room. This integrated approach reduces the need for multiple specialized teams, optimizing labor resources while delivering a seamless guest experience.

By creating a more convenient and enjoyable experience, hotels can foster long-term relationships with guests, encouraging repeat visits and positive word-of-mouth. Parking's

impact on the arrival-through-departure experience can be a major contributor.

Technologies and Solutions

Technologies and solutions that support seamless, well-managed parking programs for guests include:

- **Wait Time Monitors:** Deliver real-time data on expected wait times, improving guest convenience and reducing uncertainty.
- **Text-to-Retrieve:** Allows guests to send a simple text to trigger valet retrieval of their vehicle, improving service speed and convenience, and eliminates paper tickets.
- **Integrated Payment Methods:** Modern valet and self-parking solutions integrate with multiple payment systems, offering contactless options and seamless integration with CRM, PMS, or billing software for streamlined payments.
- **Self-parking Gateless Solutions:** "No equipment" solutions require no capital investment. Many hotels, especially in the select service space, opt for digital, mobile-friendly systems like Towne Park's T-Park solution, which integrates with most hotel PMS systems.
- **License Plate Recognition (LPR):** Automatically reads and recognizes license plates, enabling ticketless parking, streamlined enforcement, and simplified tracking.

Parking Asset Optimization Delivers a Measurable Impact on Hotel Financial Performance

Hotels should be applying the same standards they use for room optimization to parking, focusing on revenue management strategies such as dynamic pricing and effective demand management. These efforts, on average, yield 60% profit margins for parking assets, according to Towne Park data, complementing the revenue generated from rooms and contributing to the hotel's overall profitability. Towne Park measures parking performance using Revenue Per Available Space (RevPAS).

Proven strategies that can be applied to maximize parking revenue include:

- **Rate Optimization:** Leverages historical data and market trends to establish optimal parking rates that maximize revenue.
- **Dynamic Pricing:** Adjusts parking rates in real-time based on demand, seasonality, and local events, allowing hotels to capitalize on fluctuating market conditions.
- **Rate Segmentation:** Creates pricing tiers based on factors like length of stay, time of day, or vehicle type, offering more tailored options for guests.

Hotels can also leverage e-commerce to dynamically sell available parking spaces to non-hotel guests, unlocking additional revenue. Towne Park works with more than 10 parking aggregators to drive demand, and to further optimize visibility of available parking, they partner with Google Maps and Waze to increase visibility and guide non-hotel guests to available parking.

Conclusion

An effectively managed hotel parking program plays a crucial role in driving revenue, profitability, and guest satisfaction. By monetizing parking assets and optimizing through dynamic pricing and demand generation strategies, hotels can unlock substantial revenue potential. Integrating advanced technologies empowers hotels to streamline operations and maximize asset value, ultimately reinforcing their brand reputation and contributing to long-term financial success.

CONCLUSION

In the years ahead, it is critical that the U.S. hospitality industry is ready to welcome the hundreds of millions of guests looking for lodging as economy-wide hotel guest spending trends upwards, younger generations prioritize travel, and U.S. cities prepare to host major global events including the FIFA World Cup and the Olympic Games in Los Angeles.[1]

Hoteliers across the country will continue to reckon with rising costs and challenges related to onerous federal, state, and local regulations. Additionally, there are economic headwinds related to international travel and other segments that are rapidly evolving. Hotel owners and operators must employ innovative strategies and leverage technological advancements and key trends to meet guest and team member needs, as well as engage with their elected leaders to seek change.

Traveler preferences are shifting. American Express notes that Millennials and Gen Z are helping drive U.S. growth and recovery in travel, so reaching and connecting with these travelers will be crucial. Hoteliers should consider tapping into pop culture and sporting events, offering greater flexibility in travel plans, and finding ways to localize and personalize offerings. Guests are also prioritizing areas like property security and convenience, Ecolab finds. In addition to having a comprehensive cleaning program, hotel owners and operators can help improve guest satisfaction by prioritizing key-card access to entry and certain areas, and ensuring a smooth check-in/out process for guests.

Technology can also help hoteliers streamline operations, Oracle finds, particularly opportunities in artificial intelligence and tech consolidation. Towne Park also suggests integrating the guest experience from arrival through departure to ensure seamless operations.

Rebuilding the hospitality workforce, in particular, will remain critical to the industry's recovery. Encore finds that innovations in human resources can help address staffing challenges while supporting team members. Hotels can also improve retention by turning their attention to candidates' hiring and onboarding experiences, according to research from Hireology.

AHLA and the AHLA Foundation will continue to advocate for legislative solutions to the industry's workforce challenges as well as support the recruitment, retention, and advancement of employees at all levels. With a strong workforce, hotels across the country will be prepared to welcome the guests of tomorrow.

COMPLETE STATE-LEVEL DATA

DIRECT HOTEL EMPLOYMENT

State	2019	2024	2025 Projected	2024 vs 2025 Projected	2019 vs 2025 Projected
United States	2,366,919	2,154,619	2,168,676	14,058	-8.38%
Alabama	21,890	19,665	19,475	-191	-11.03%
Alaska	10,194	9,044	8,943	-101	-12.28%
Arizona	59,099	51,004	50,137	-866	-15.16%
Arkansas	13,007	12,888	12,912	24	-0.73%
California	289,042	258,558	253,518	-5,040	-12.29%
Colorado	53,239	50,961	48,160	-2,801	-9.54%
Connecticut	25,269	21,078	21,749	671	-13.93%
Delaware	4,839	4,518	4,790	271	-1.01%
District of Columbia	16,824	16,419	17,119	700	1.75%
Florida	208,863	202,478	199,584	-2,894	-4.44%
Georgia	54,631	47,632	49,339	1,707	-9.69%
Hawaii	43,873	38,923	38,115	-808	-13.12%
Idaho	13,010	13,400	12,352	-1,048	-5.06%
Illinois	59,720	49,072	52,249	3,177	-12.51%
Indiana	24,151	22,478	22,025	-453	-8.80%
Iowa	22,395	20,750	21,429	679	-4.31%
Kansas	13,340	12,010	12,336	327	-7.53%
Kentucky	18,147	17,156	17,426	270	-3.97%
Louisiana	37,029	29,801	32,380	2,580	-12.55%
Maine	11,430	10,901	10,928	28	-4.39%
Maryland	32,749	27,028	29,159	2,131	-10.96%
Massachusetts	43,390	38,824	40,349	1,525	-7.01%
Michigan	57,919	51,934	53,242	1,307	-8.08%
Minnesota	38,912	35,063	34,854	-209	-10.43%
Mississippi	33,318	28,405	29,606	1,201	-11.14%
Missouri	37,829	35,143	35,133	-10	-7.13%
Montana	13,735	17,552	15,973	-1,579	16.29%
Nebraska	9,623	8,894	8,995	101	-6.53%
Nevada	201,722	173,033	181,906	8,873	-9.82%
New Hampshire	8,757	6,402	6,842	439	-21.87%
New Jersey	56,473	48,293	50,086	1,793	-11.31%
New Mexico	20,816	17,583	17,383	-200	-16.49%
New York	113,791	102,914	106,779	3,864	-6.16%
North Carolina	57,071	55,396	53,497	-1,899	-6.26%
North Dakota	7,712	6,459	7,000	541	-9.23%
Ohio	41,123	35,674	36,671	996	-10.83%
Oklahoma	36,738	34,357	33,812	-545	-7.96%
Oregon	33,114	30,936	30,522	-413	-7.83%
Pennsylvania	65,173	62,335	59,129	-3,206	-9.27%
Rhode Island	7,593	6,850	7,470	619	-1.63%
South Carolina	34,114	33,271	32,584	-687	-4.49%
South Dakota	11,163	10,178	10,422	244	-6.64%
Tennessee	44,577	41,430	42,305	875	-5.10%
Texas	148,641	145,536	145,820	284	-1.90%
Utah	24,224	22,127	22,991	863	-5.09%
Vermont	12,928	11,682	12,008	326	-7.11%
Virginia	50,144	43,747	45,700	1,953	-8.86%
Washington	51,934	47,238	46,577	-661	-10.32%
West Virginia	13,002	11,277	11,487	210	-11.65%
Wisconsin	46,638	45,264	44,890	-374	-3.75%
Wyoming	12,003	11,058	10,521	-537	-12.35%

HOTEL WAGES, SALARIES & OTHER COMPENSATION

State	2019	2024	2025 Projected	2024 vs 2025 Projected	2019 vs 2025 Projected
United States	$102,282,847,113	$125,791,321,333	$128,466,189,125	2.13%	25.60%
Alabama	$572,569,854	$729,249,399	$741,575,634	1.69%	29.52%
Alaska	$338,681,231	$419,229,737	$429,247,338	2.39%	26.74%
Arizona	$2,203,979,562	$2,836,369,808	$2,818,704,564	-0.62%	27.89%
Arkansas	$341,619,805	$462,918,059	$478,671,913	3.40%	40.12%
California	$13,391,460,887	$15,271,476,117	$15,197,787,593	-0.48%	13.49%
Colorado	$2,088,088,097	$2,547,814,644	$2,554,567,982	0.27%	22.34%
Connecticut	$1,226,940,082	$1,317,894,284	$1,344,592,793	2.03%	9.59%
Delaware	$201,160,193	$261,845,216	$274,904,032	4.99%	36.66%
District of Columbia	$1,210,336,143	$1,456,888,529	$1,498,439,296	2.85%	23.80%
Florida	$9,321,399,806	$11,968,115,131	$12,134,489,788	1.39%	30.18%
Georgia	$2,011,098,686	$2,496,736,877	$2,529,084,570	1.30%	25.76%
Hawaii	$3,059,098,194	$3,683,307,797	$3,819,953,389	3.71%	24.87%
Idaho	$342,975,368	$459,291,150	$464,976,676	1.24%	35.57%
Illinois	$2,863,172,867	$3,101,570,114	$3,170,147,304	2.21%	10.72%
Indiana	$812,189,304	$1,005,185,659	$983,484,167	-2.16%	21.09%
Iowa	$698,532,827	$905,302,798	$932,921,912	3.05%	33.55%
Kansas	$435,428,003	$537,353,497	$550,255,542	2.40%	26.37%
Kentucky	$635,439,592	$820,078,001	$840,446,349	2.48%	32.26%
Louisiana	$1,313,236,399	$1,406,578,411	$1,445,321,926	2.75%	10.06%
Maine	$466,536,688	$690,303,009	$698,963,097	1.25%	49.82%
Maryland	$1,847,171,302	$1,930,803,115	$1,970,650,221	2.06%	6.68%
Massachusetts	$2,374,929,886	$2,770,095,957	$2,816,694,881	1.68%	18.60%
Michigan	$2,371,681,418	$3,080,969,813	$3,155,302,872	2.41%	33.04%
Minnesota	$1,184,810,276	$1,299,320,582	$1,319,935,643	1.59%	11.40%
Mississippi	$1,144,435,776	$1,501,256,715	$1,549,883,884	3.24%	35.43%
Missouri	$1,431,794,203	$1,750,785,976	$1,801,646,845	2.91%	25.83%
Montana	$420,863,949	$593,855,828	$594,223,591	0.06%	41.19%
Nebraska	$261,212,262	$332,404,252	$338,478,781	1.83%	29.58%
Nevada	$11,660,438,484	$15,949,163,528	$16,790,568,132	5.28%	44.00%
New Hampshire	$330,339,496	$378,913,509	$386,990,374	2.13%	17.15%
New Jersey	$2,511,983,820	$2,874,520,712	$2,908,528,835	1.18%	15.79%
New Mexico	$606,227,937	$715,303,751	$727,040,319	1.64%	19.93%
New York	$8,402,289,558	$10,790,076,519	$11,120,807,225	3.07%	32.35%
North Carolina	$1,757,586,306	$2,186,573,609	$2,179,906,074	-0.30%	24.03%
North Dakota	$285,789,904	$423,540,760	$449,267,928	6.07%	57.20%
Ohio	$1,257,574,451	$1,454,281,639	$1,469,955,830	1.08%	16.89%
Oklahoma	$928,742,778	$1,120,590,011	$1,148,311,204	2.47%	23.64%
Oregon	$1,030,730,317	$1,149,235,227	$1,165,092,375	1.38%	13.04%
Pennsylvania	$2,275,132,808	$2,631,676,404	$2,622,340,785	-0.35%	15.26%
Rhode Island	$316,337,152	$504,315,507	$534,561,158	6.00%	68.98%
South Carolina	$1,437,185,467	$1,568,989,479	$1,591,950,697	1.46%	10.77%
South Dakota	$329,930,655	$444,186,989	$459,213,704	3.38%	39.18%
Tennessee	$1,863,861,324	$2,325,930,994	$2,393,905,298	2.92%	28.44%
Texas	$5,165,476,150	$6,511,847,119	$6,646,625,794	2.07%	28.67%
Utah	$923,089,459	$1,238,375,656	$1,278,310,232	3.22%	38.48%
Vermont	$481,865,984	$649,105,821	$664,718,859	2.41%	37.95%
Virginia	$1,813,986,773	$2,096,163,717	$2,194,815,536	4.71%	20.99%
Washington	$2,146,685,776	$2,410,637,707	$2,484,942,220	3.08%	15.76%
West Virginia	$437,041,302	$506,646,105	$522,624,074	3.15%	19.58%
Wisconsin	$1,330,330,007	$1,683,640,249	$1,712,540,093	1.72%	28.73%
Wyoming	$419,378,547	$540,605,845	$557,819,799	3.18%	33.01%

HOTEL-GENERATED FEDERAL, STATE & LOCAL, AND LODGING TAX REVENUE

State	Total	Federal	State and Local (including lodging)	Lodging
United States	**$83,519,125,562**	**$29,549,403,207**	**$53,969,722,354**	**$25,853,885,964**
Alabama	$456,853,764	$165,006,737	$291,847,027	$180,247,302
Alaska	$236,413,709	$95,781,213	$140,632,495	$72,244,874
Arizona	$1,548,387,838	$643,104,148	$905,283,690	$493,445,177
Arkansas	$343,825,057	$107,336,096	$236,488,961	$166,516,882
California	$8,524,288,651	$3,599,760,328	$4,924,528,322	$2,669,607,545
Colorado	$1,604,411,625	$598,034,410	$1,006,377,215	$413,141,966
Connecticut	$918,315,234	$317,734,410	$600,580,824	$143,827,047
Delaware	$216,159,451	$60,198,909	$155,960,542	$28,761,251
District of Columbia	$785,655,294	$245,728,501	$539,926,793	$327,508,136
Florida	$7,435,461,945	$2,997,162,904	$4,438,299,041	$2,528,246,116
Georgia	$1,857,823,169	$574,613,174	$1,283,209,994	$917,435,814
Hawaii	$2,300,638,436	$823,142,539	$1,477,495,897	$1,030,504,433
Idaho	$287,856,451	$104,740,496	$183,115,955	$94,428,254
Illinois	$2,582,636,846	$729,148,035	$1,853,488,811	$728,057,206
Indiana	$1,017,222,377	$221,648,247	$795,574,130	$226,721,890
Iowa	$929,772,950	$203,169,287	$726,603,663	$124,535,807
Kansas	$437,951,524	$124,164,109	$313,787,415	$155,088,245
Kentucky	$537,612,037	$176,264,310	$361,347,726	$241,773,974
Louisiana	$1,254,784,311	$299,287,372	$955,496,939	$156,320,017
Maine	$387,119,403	$156,450,950	$230,668,453	$99,110,100
Maryland	$1,812,706,618	$446,553,158	$1,366,153,460	$335,172,255
Massachusetts	$2,302,966,953	$637,897,618	$1,665,069,334	$750,302,342
Michigan	$2,358,191,839	$708,342,877	$1,649,848,962	$508,355,645
Minnesota	$940,734,449	$293,461,610	$647,272,839	$300,933,830
Mississippi	$1,066,369,281	$341,083,954	$725,285,327	$86,069,067
Missouri	$1,453,521,683	$391,466,751	$1,062,054,932	$325,896,864
Montana	$321,576,184	$136,051,063	$185,525,121	$101,612,239
Nebraska	$257,160,097	$74,669,043	$182,491,053	$112,155,832
Nevada	$8,568,551,589	$4,043,365,848	$4,525,185,741	$1,761,908,026
New Hampshire	$232,534,974	$86,464,297	$146,070,677	$83,666,313
New Jersey	$1,977,403,996	$702,384,617	$1,275,019,378	$344,579,320
New Mexico	$468,261,722	$165,181,246	$303,080,476	$147,074,899
New York	$8,559,412,365	$2,523,130,880	$6,036,281,485	$2,787,764,115
North Carolina	$1,267,838,310	$510,044,600	$757,793,710	$481,699,493
North Dakota	$232,399,956	$93,225,890	$139,174,065	$69,649,975
Ohio	$988,135,745	$325,471,873	$662,663,872	$393,643,995
Oklahoma	$616,620,246	$242,425,227	$374,195,019	$135,082,066
Oregon	$676,450,079	$264,772,138	$411,677,941	$259,198,838
Pennsylvania	$1,988,078,860	$597,600,231	$1,390,478,629	$527,774,429
Rhode Island	$335,791,261	$118,073,663	$217,717,598	$107,794,251
South Carolina	$1,194,286,984	$366,386,742	$827,900,242	$588,476,898
South Dakota	$247,481,941	$99,693,830	$147,788,112	$76,999,402
Tennessee	$1,621,712,432	$487,684,770	$1,134,027,662	$784,054,239
Texas	$4,287,718,898	$1,468,269,158	$2,819,449,740	$1,834,757,811
Utah	$837,050,944	$287,922,571	$549,128,374	$362,147,330
Vermont	$386,662,893	$146,666,642	$239,996,251	$139,688,006
Virginia	$1,347,544,053	$500,639,155	$846,904,897	$534,243,540
Washington	$1,598,064,659	$605,778,334	$992,286,325	$645,810,131
West Virginia	$593,545,138	$112,384,313	$481,160,824	$49,206,920
Wisconsin	$1,000,665,987	$389,045,506	$611,620,480	$297,723,986
Wyoming	$316,495,360	$140,789,427	$175,705,933	$122,921,871

REFERENCES

1. "The American Hotel & Lodging Association 2025 State of the Industry Report in Collaboration with Accenture," American Hotel & Lodging Association, February 6, 2025, https://www.ahla.com/sites/default/files/25_SOTI.pdf.

2. "2024 Global Travel Trends Report," American Express Travel, https://www.americanexpress.com/en-us/travel/discover/get-inspired/global-travel-trends#hero.

3. "Beyond Recovery: The American Hotel & Lodging Association 2024 State of the Industry Report," American Hotel & Lodging Association, January 29, 2024, https://www.ahla.com/sites/default/files/SOTI.2024.Final_.Draft_.v4.pdf.

4. "2023 Global Travel Trends Report," American Express Travel, https://www.americanexpress.com/en-us/travel/discover/img/gtt2023/AmericanExpress2023GlobalTravelTrends.pdf.

5. "2025 Annual Emergency Savings Report" Bankrate, https://www.bankrate.com/banking/savings/emergency-savings-report/#tips-on-building-your-emergency-fund-amidst-high-inflation.

6. "Experience Is Everything. Get it Right," PwC, 2018, https://www.pwc.com/us/en/services/consulting/library/consumer-intelligence-series/future-of-customer-experience.html.

7. "Hotels & Motels in the US - Number of Businesses (2005–2030)," IBISWorld, January 2025, https://www.ibisworld.com/united-states/number-of-businesses/hotels-motels/1661.

AHLA CONTRIBUTORS

Gizem Kilic
Director, Industry Research, Government Affairs

Matt Carrier
Senior Vice President, Federal Affairs, Policy, and Research

Kara Filer
Senior Vice President of Strategic Partnerships & Business Development

Ellen Lamb
Director, Communications

EDITING
Christine Killion

DESIGN
Tom Czajkowski