

Center for Hospitality Research

2019-2020
Year In
Review



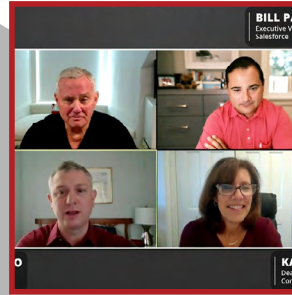
Mission Statement

The mission of the Center for Hospitality Research (CHR) is to advance hospitality thought leadership by publishing and disseminating impactful and actionable research, including reports, briefs, tools, and case studies that industry leaders can put in to practice today; facilitating the exchange of new ideas by bringing students, faculty, and industry professionals together at roundtables, panels, conferences, and other engaging events; and partnering with the other Centers and Institutes in the School of Hotel Administration to maximize research, event, and networking collaborations.

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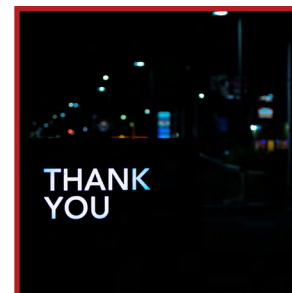
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Leadership

From the Director

Despite the world and the industry facing an unprecedented pandemic half-way through fiscal year 2020, the Center for Hospitality Research (CHR) had an unexpectedly successful year. When I assumed the CHR directorship in July 2019, my vision was to strengthen the CHR's position as the foremost producer of hospitality thought leadership, reinvigorate existing programs, and foster collaborations with adjacent industries like tech. To achieve this vision, we worked to increase publication output and name recognition, grew our board membership, and said "Yes!" to collaboration projects that came our way. In total, we hosted 7 events, produced 14 webinars, welcomed 4 new board members, collaborated in 2 projects, and published 6 manuscripts. Many thanks to the hard work of the CHR faculty and staff, as well as the loyal support of our corporate members and affiliates for helping us achieve so much under such challenging circumstances.

While the pandemic forced us to cancel the in-person events that we had planned for spring 2020, including a board meeting, two roundtables, a live-streamed panel, and a career networking event, we quickly pivoted to producing virtual events and maintaining a resource webpage to support and equip our industry friends with tools and research for navigating the uncertainty and upheaval caused by the pandemic. Working with the school and the other Centers & Institutes, we assembled panels of industry experts, including board members and faculty, to discuss all things COVID-19 and hospitality. All together, these ensemble webinars reached more than 68,000 viewers and were the highlight of our year. Alumni, students, and other industry professionals have reached out to express their gratitude for the insights and leadership demonstrated by our webinar panelists. We were disappointed, of course, by the cancellation of our spring events, but we're very proud of the webinars that took their place and the positive impact they've had on the industry during this difficult time.

I expect this coming year to be challenging for the industry, as well as for the CHR, but we're determined to continue our upward trajectory. I look forward to updating you on the CHR's progress again next year, but until then, read on for an in depth look at this year's accomplishments.



[Linda Canina](#)

Academic Director
Center for Hospitality
Research, School of Hotel
Administration



[Nicole McQuiddy-Davis](#)

Assistant Program
Manager
Center for Hospitality
Research, School of Hotel
Administration

Our Board

As of June 2020



[Pablo Alonso](#)
Chief Executive
Officer
HotStats



[Scott Berman '84, P'17 & '21](#)
Principal and US Hospitality
Industry Leader
PwC



[Vivek Bhogaraju MMH '06](#)
GM, Lodging Revenue
Performance Solutions
Expedia Group



[Patrick Bosworth](#)
Co-Founder and Chief
Executive Officer
Duetto



[Ian-Michael Farkas](#)
Vice President, Strategic
Accounts
Local Measure



[Chuck Floyd P'15 & '18](#)
Global President of
Operations
Hyatt



[Eliot Hamlish](#)
Executive Vice President,
Loyalty and Revenue
Optimization
Wyndham Hotels & Resorts



[Tim Hentschel '01](#)
Chief Executive Officer
HotelPlanner.com



[Steve Hood](#)
Senior Vice President of
Research
STR



[Taimur Khan, M.Eng. '93](#)
Vice President
GM Travel, Transportation,
Hospitality Solutions Team
Salesforce



[Balaji Krishnamurthy](#)
Chief Executive Officer
Pure Wellness



[Christopher Kronenthal](#)
President and Chief
Technology Officer
FreedomPay

Our Board



Sara (Axelrod) La Mela
Chief Operating Officer
Local Measure



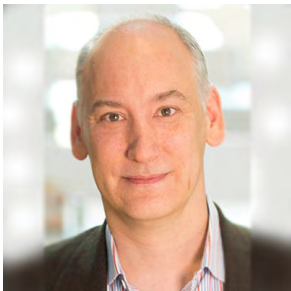
Mark Lomanno P'08
Center for Hospitality Re-
search Advisory Board Chair,
Partner and Senior Advisor
Kalibri Labs



Kelly McGuire MMH '01,
PHD '07
Managing Principal
Hospitality
ZS



Dan O'Sullivan
Vice President of Sales, EMEA
Translations.com



Michael Partridge '92
Vice President of Sales and
Revenue Analysis
Marriott International



Dilip Petigara
Chief Executive Officer
Access Point Financial



Jess Petitt '05
Vice President, Analytics
Hilton



Michele Sarkisian
Partner
Avenger Capital



Stacy Silver
President
Silver Hospitality Group



Dan Skodol MMH '04
Vice President of Data
Science and Analytics
Cendyn



Cecil Staton
President and Chief
Executive Officer
AAHOA



Scott Taber '85
Senior Vice President, Rooms
Four Seasons Hotels and
Resorts

Our Board



Adam Weissenberg '85,
P'20

Vice Chairman and Chief
Global Officer Audit &
Assurance
Asia Pacific Leader-
US Global Office
Deloitte & Touche LLP



Rick Werber '82
Senior Vice President,
Engineering and
Sustainability
Host Hotels & Resorts

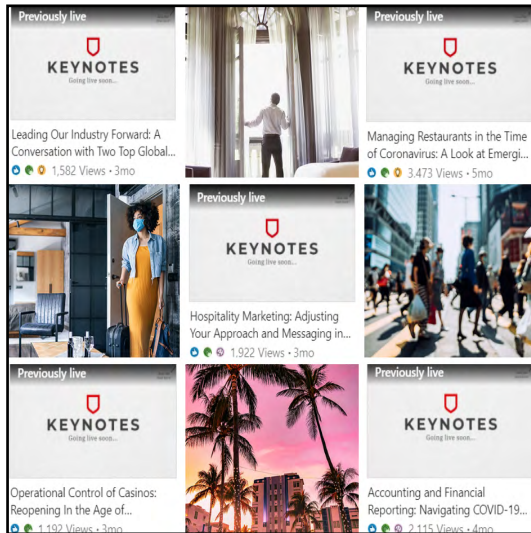


Michelle Woodley '89
President
Preferred Hotels & Resorts



Mark Woodworth '77,
MPS '78, P'16
Senior Managing Director,
Americas Research
CBRE Hotels

C&I Webinars



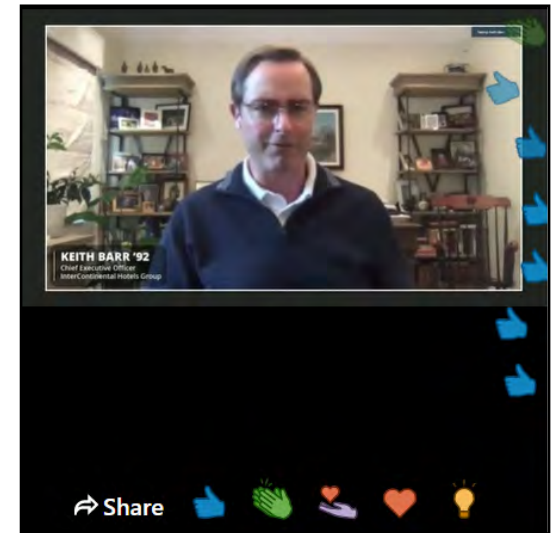
Total Webinars

14



Total Speakers

50+



Total Views

68K+



Webinars by date:

- March 27, 2020: [Navigating the COVID-19 crisis: Identifying, understanding, and complying with employment laws, old and new](#)
- March 30, 2020: [COVID-19 and the hospitality industry: Priorities and action steps for human resources](#)
- March 31, 2020: [Labor-management relations in the midst of a pandemic: Conflict or accommodation?](#)
- April 3, 2020: [The Restaurant Business in Crisis – Coping with Restaurant Slowdowns, Expense Management, and the Road Ahead](#)
- April 16, 2020: [The Travel Industry's Road to Recovery: Navigating the COVID-19 Crisis](#)
Accompanying slide decks: [Kalibri Labs COVID-19 Toolkit](#), [CBRE: US Hotel Outlook- How bad can it get?](#)
- April 16, 2020: [What's Next for NYC Restaurants – Navigating the COVID-19 Crisis](#)
- April 20, 2020: [Protecting and Assisting Workers in the Midst of a Pandemic Labor-Management Solutions](#)
- April 22, 2020: [Commercial Real Estate in the Wake of a Pandemic- How Borrowers and Lenders Are Responding to COVID-19](#)
- April 29, 2020: [How Loan Restructuring Can Keep Hotels in Business – Navigating the COVID-19 Crisis](#)
- May 4, 2020: [Restarting the Hospitality Industry](#)
- May 6, 2020: [Back on Tap: Strategizing the Reopening of Your Taproom or Brewpub](#)
- May 12, 2020: [Managing Restaurants in the Time of Coronavirus- A Look at Emerging Best Practices](#)
- May 14, 2020: [Hotel Transactions in a Post-COVID World, The Road Ahead](#)
- May 20, 2020: [Hospitality Capital Markets: Front-Line Expert Perspectives on the Latest Trends, Challenges and Viable Solutions](#)
- May 27, 2020: [Accounting and Financial Reporting Navigating COVID-19 Challenges](#)
- June 3, 2020: [Opportunity in Crisis: How to Pivot a Hospitality Career During a Pandemic](#)
- June 18, 2020: [Operational Control of Casinos: Reopening in the Age of Coronavirus](#)

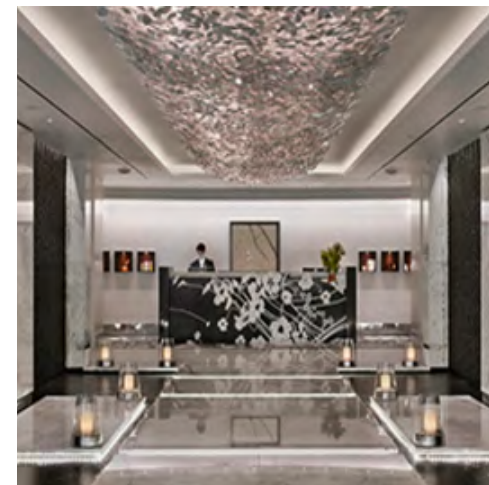
CHR Webinar Highlights

[Keynote: The Travel Industry's Road to Recovery](#)

April 16, 2020

COVID-19 presents a challenge of historic proportions for the travel industry. The measures put in place to stop the spread of the pandemic — border closures, stay-at-home orders, and quarantines — have brought travel to a standstill. Despite the current uncertainty, the pandemic will eventually pass and the travel industry will begin its recovery. That recovery is unlikely to be even, however, as some hotel types and markets are more likely to bounce back than others.

Featuring CHR Corporate Advisory Board Members, Mark Lomanno of Kalibri Labs & Mark Woodworth of CBRE.

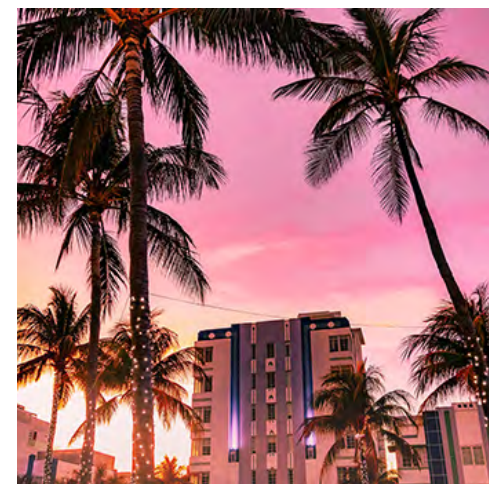


[Keynote: Restarting the Hospitality Industry](#)

May 4, 2020

The hospitality industry has faced an unprecedented time during these past two months. As we plan for our recovery, we need to understand and prepare for a new way of doing business. In this live discussion, we will discuss how the hospitality industry, once restarted, can begin its recovery.

Featuring CHR Corporate Advisory Board Member Companies, Marriott & IHG.

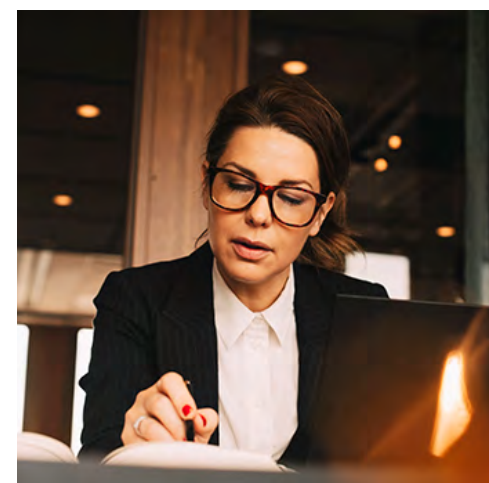


[Keynote: Accounting and Financial Reporting: Navigating COVID-19 Challenges](#)

May 27, 2020

The COVID-19 global health pandemic abruptly closed hundreds of hotels and restaurants around the world, severely disrupting the global hospitality industry. With travel restrictions and many international borders closed, the properties that are still operating are experiencing a reduction in occupancy as much as 75% below normal. Others have had to temporarily close and may never reopen.

Featuring CHR Corporate Advisory Board Member Dilip Petigara of Access Point Financial.



Research and Insights

CHR Research: Focused on the Industry

The Center for Hospitality Research offers a wide variety of accessible reports aimed at providing specific approaches for addressing industry issues. The reports are written by faculty researchers at the School of Hotel Administration and elsewhere, with a goal of answering specific questions facing the industry. Based on their direct contact with industry leaders, CHR experts explain the implications of their studies for the reader's benefit. All

Faculty Contributors



[Chekitan S. Dev](#)
professor



[Sheryl Kimes](#)
professor emeritus



[Crocker H. Liu](#)
Robert A. Beck Professor of
Hospitality Financial
Management



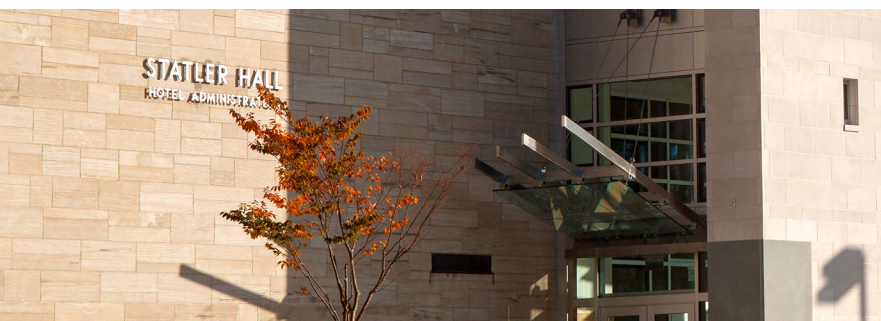
[Yifei Mao](#)
assistant professor



[Pamela C. Moulton](#)
associate professor



[Eva Steiner](#)
assistant professor,
Torgalkar Faculty Fellow



2019-2020 Publications



2020

- [Beach Enclave Turks & Caicos: Creating a Luxury Villa Resort Brand](#), Chekitan Dev and Laure Stroock
- [First Quarter 2020: Gird Your Loins](#), Crocker H. Liu, Adam D. Nowak, and Robert M. White Jr.
- [Do Dual-Branded Hotels Outperform Single-Branded Hotels?](#), Chekitan Dev and Eva Steiner

2019

- [Calculating Hotel Industry Impact: The Case of Hilton Lightstay](#), Daniella Foster, Eric Ricaurte, and Lindy Farrar
- [Implementing Revenue Management in Your Restaurants: A Case Study with Fairmont Raffles Hotels International](#), Sheryl E. Kimes and Jeannette Ho
- [Benchmarking Index 2019: Carbon, Energy, and Water](#), Eric Ricaurte and Rehmaashini Jagarajanimolore

The full catalogue and a searchable database of nearly two decades of CHR reports, industry tools and roundtable highlights, can be found in the [CHR section of the Hotel School's eCommons](#).



["The Relationship of Service Providers' Perceptions of Service Climate to Guest Satisfaction, Return Intentions, and Firm Performance"](#)

Co-authored by Alex Susskind, professor of food and beverage management, associate dean for academic affairs, and director of Cornell Institute for Food and Beverage Management, School of Hotel Administration

"Restaurant profitability is based not only on customer satisfaction with the level of service but on the intention of guests to return, a new study shows.

...the study found that guests' reported intention to return explained 55 percent of the variance in sales from units within a restaurant chain."



["The Value of Timing Flexibility in Restaurant Reservations"](#)

Authored by Gary M. Thompson is a professor of operations management in the School of Hotel Administration, Cornell University

"Restaurants that allow diners to book reservations on a flexible schedule can increase revenues by up to 21 percent over those that use rigid reservation timing for patrons... What's more, the flexible scheduling has little effect on customer service."



["Liu foresees new business models as hospitality infuses retail shopping"](#)

Peng Liu, associate professor and the Singapore Tourism Board Distinguished Professor in Asian Hospitality Management at the School of Hotel Administration, Cornell University

More recently, Liu has focused his research on retail development and its relationship to the hospitality sector.

"People come to shopping centers less for buying physical products and more for the experience of entertainment, learning, socializing, or just window shopping," Liu says. "That's exactly what the service and hospitality sector are good at."

Articles

["Determinants of Earnings Persistence and Predictability for Lodging Properties"](#)

Co-authored by Linda Canina, professor of finance, academic director of the Center for Hospitality Research, School of Hotel Administration, Cornell University

Gordon Potter, associate professor emeritus of accounting, School of Hotel Administration, Cornell University

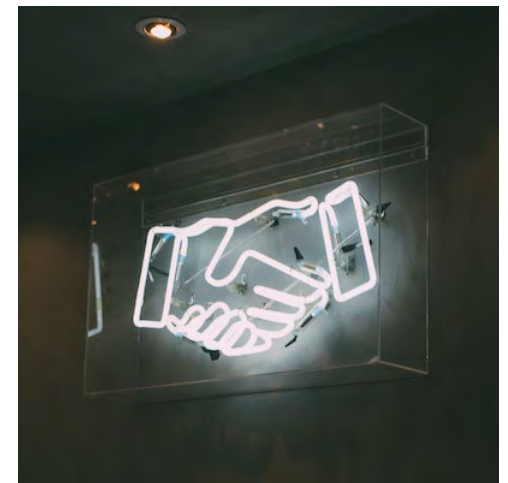
"The study identifies several factors that affect the two key components of earnings in the lodging industry: their persistence (the ability of earnings to recur) and their predictability (the ability to forecast earnings)."



["Relationship satisfaction: An overlooked marketing channel safeguard"](#)

Co-authored by Chekitan Dev, professor of marketing, School of Hotel Administration, Cornell University

"...the study found that a hotel is more likely to engage in opportunism when it has made significant investments in physical and knowledge assets to support the brand with which it is affiliated. However, the hotel will be less likely to engage in opportunism when it is satisfied with its channel relationship, but this effect is moderated by the ease with which the brand can monitor the property's behavior."



["Beach Enclave Turks & Caicos: Creating a Luxury Villa Resort Brand"](#)

Co-authored by Chekitan Dev, professor of marketing, School of Hotel Administration, Cornell University

Laure Stroock, research associate, School of Hotel Administration, Cornell University

This case study asks Center for Hospitality Research subscribers, students, alumni, and other hospitality industry professionals to weigh in on how they would utilize a three-acre purchase to expand a luxury resort on Turks and Caicos Islands.



Internships and Student Engagement

Sponsored by the Centers & Institutes in the School of Hotel Administration, the [C&I Internship Program](#) provides students opportunities to gain practical experience in innovation, entrepreneurship, healthcare, food & beverage management, research, real estate finance, labor and employment relations, and other hospitality focus areas.

If you are a current student or a participating C&I advisory board member company, visit the [Centers & Institutes](#) home page to apply for or submit available internship opportunities.



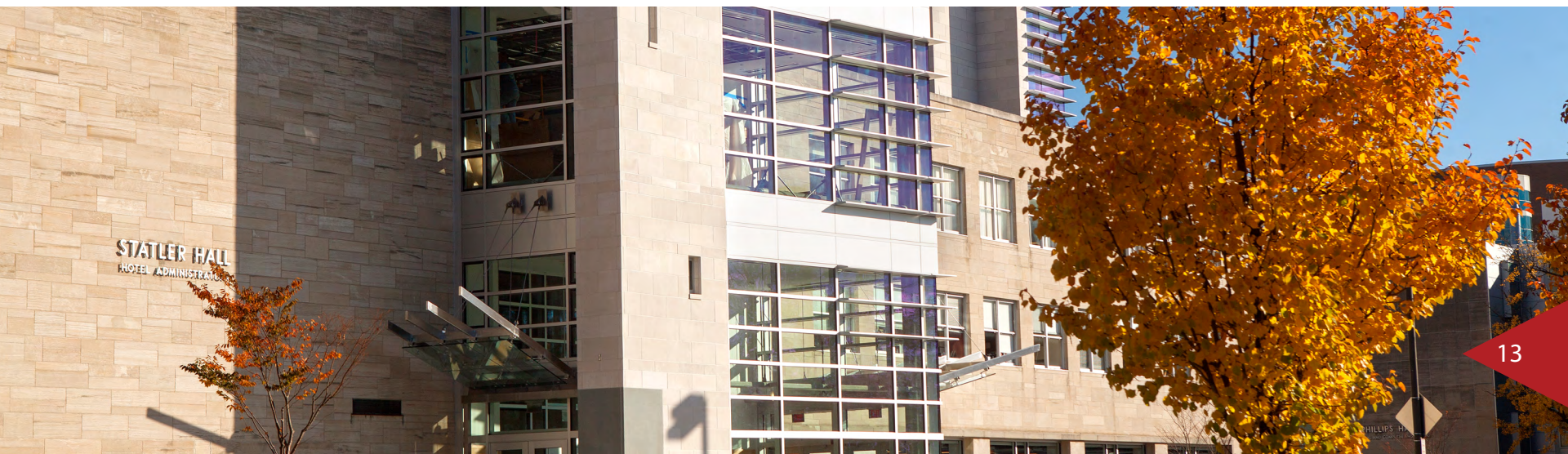
Internship Duration
2 weeks to 12 weeks



Intern Compensation
Competative Salary



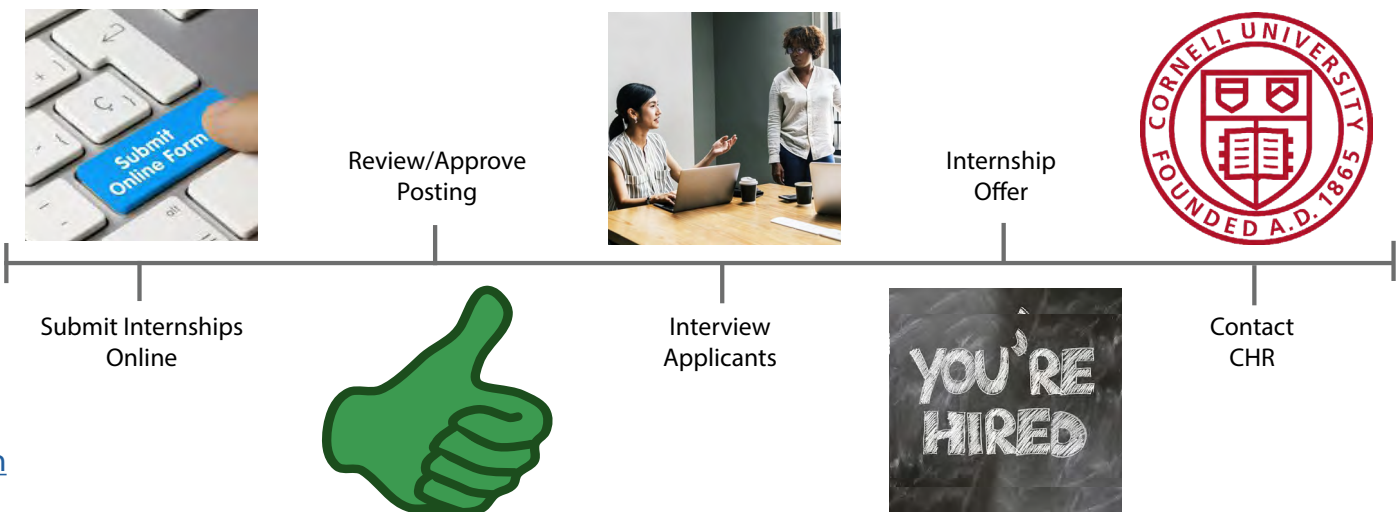
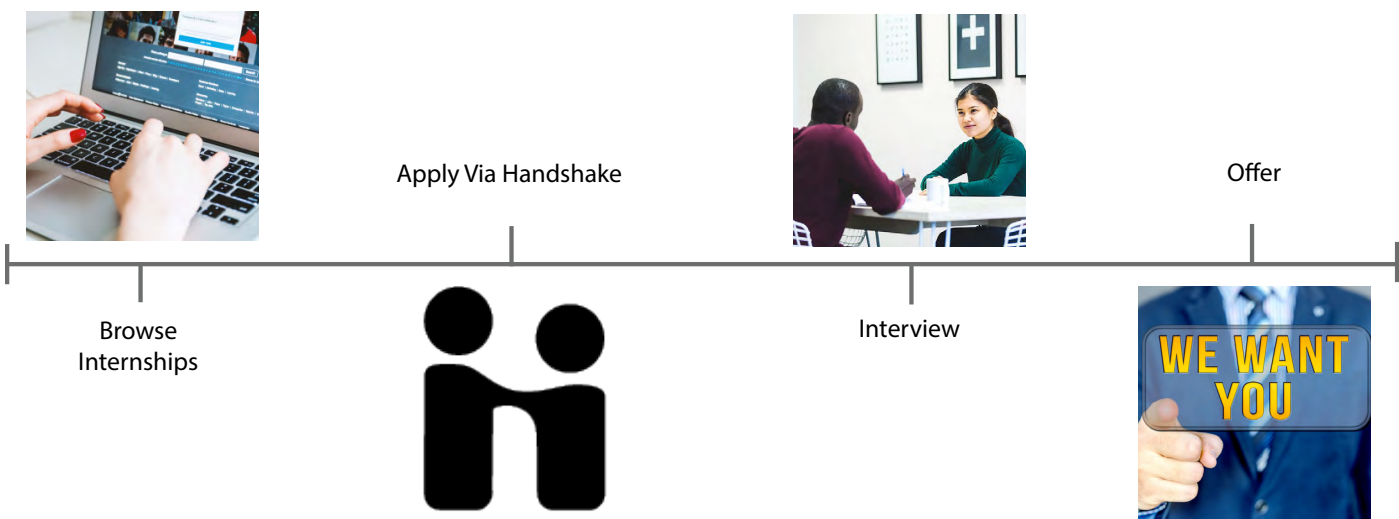
Intern Reporting
Entrepreneur or Senior Executive



Internships and Student Engagement



Student Application Process



Events

FY 2019-2020

[25th Annual Lodging Conference](#)

September 23, 2019

Phoenix, AZ

As one of the top hotel industry events in the world, this conference's attendees and speakers represented over 60,000 hotels, management firms, and top brands. Cathy Enz, Lewis G. Schaeeneman, Jr. Professor of Innovation & Dynamic Management, as a representative of The Center for Hospitality Research co-moderated the Hotel Operations Thought Leadership

[Sustainability Roundtable](#)

September 27, 2019

Ithaca, NY

For the past ten years, the Center for Hospitality Research at School of Hotel Administration has hosted a Sustainability Roundtable. This year, participants representing the sectors of hotels, restaurants, non-profits, and academic institutions, gathered to discuss the pressing issue of excess food or food rescue (formerly known as food waste). [Click here to](#)

[CHR Fall Advisory Board Meeting](#)

November 11, 2019

New York City, NY

The board held it's annual Fall Advisory Board Meeting in New York City. Under the new directorship of Linda Canina, the board discussed initiatives for the upcoming year and formed three subcommittees to update the CHR mission statement, ideate future roundtable topics, and decide what industries to target for board membership.

[Inspire '19: Innovation in Luxury Hospitality Conference](#)

December 3, 2019 - December 4, 2019

Miami, Florida

Luxury advisors are making adjustments for the client's growing demand for unique experiences that don't always have the product to match. We discussed how to navigate these alternative accommodations while managing the clients' high-level expectations who, as consumers, are often immune to outside economic conditions. In addition, we briefly discussed the performance and actions of the luxury market under varying economic conditions and discuss alternatives. Moderated by Mark Loman-



Events

[Data Presentations + Q &A](#)

March 11, 2020

Speaker:

Mark Lomanno, Kalibri Labs

This Q&A session gave School of Hotel Administration faculty and graduate and professional students a chance to learn about different types of hospitality data available for research projects through CHR and its cor-



[CHR Spring Advisory Board Meeting](#)

April 3, 2020

Virtual

Originally planned to take place in Ithaca during HEC weekend, the annual CHR Spring Advisory Board Meeting was postponed and moved online after the Cornell campus closed in response to COVID-19. At its first-ever virtual board meeting, the board discussed the importance of creating resources and tools to help the industry navigate the unprecedented effects of the pandemic. As a result of this meeting, the CHR launched a study to examine pre- and post-COVID travel preferences, produced a series of informative webinars, rounded up faculty and board members' thought leadership and posted to the SHA industry resource web page, and shared



[STR Research-Focused Industry Update Webinar](#)

May 14, 2020

Virtual

Steve Hood, Senior Vice President of Research at STR & CHR Advisory Board Member, presented a global, research-focused industry update webinar to faculty and graduate students of the School of Hotel Administration.



Current Projects

The Center for Hospitality Research frequently partners with our board member companies, industry research experts, and faculty from the School of Hotel Administration to develop and promote projects that help lead and support the hospitality industry.

This section highlights some of our current projects and a full list can be found on our webpage under [Selected Current Projects](#).



[Hotel of Tomorrow Initiative](#)

Created by The Gettys Group, the Hotel of Tomorrow Initiative brings together a group of industry leaders, including CHR, to ideate the innovations in design, operations, and logistical solutions that will be required to effectively retrofit hotels for the post-coronavirus environment and beyond. Once the top concepts are selected, CHR will assist the Gettys Group in collecting feedback from subscribers on each concept and pub-



[COVID-19 Resource Webpage](#)

CHR, in collaboration with the other Centers and Institutes, is maintaining the School of Hotel Administration's [COVID-19 industry resource hub](#). Created to share thought leadership and relevant research to help our industry friends navigate the impacts of the pandemic. The hub is updated daily with:

- The School of Hotel Administration's hospitality-focused COVID-19 webinar series
- Relevant partner webinars and resources
- Hotel performance outlooks and metrics
- Faculty experts in the media
- And much more

Current Projects

Digital Transformation

In collaboration with FreedomPay, CHR is assisting with recruiting C-Suites and other senior decision-makers in the hospitality industry to provide anonymous and aggregated feedback on the implementation of new technology that supports the collection of customer-derived data collection.

FREEDOMPAY

COVID-19 Working Groups

Two working groups of CHR advisory board members and industry experts are collaborating to produce COVID-19 thought leadership in the form of research reports focusing on short-term insights and long-term recovery scenarios for the hospitality industry.



Industry Surveys

CHR is creating surveys to take the pulse of the hospitality industry and to gain and share insight on future travel preferences and the kinds of data industry leaders are using to inform their decision-making.

- Future Travel Preferences Survey



Membership Benefits

All of our Centers and Institutes at the Cornell School of Hotel Management are privately funded by our generous board member companies. These memberships allow us to continue to provide the very best in academic courses, industry research, and student development opportunities.

The Center for Hospitality Research (CHR) is the meeting place for forward thinking industry practitioners and researchers. By affiliating with the CHR, you become an active participant in the research process and work with leading hospitality researchers and other partners from around the world to exchange ideas and develop research questions. CHR members interact with the research faculty at Cornell as well as other sponsors and CHR corporate members.

[Become a Center for Hospitality Research Corporate Member](#)



Membership Benefits

Corporate Member Benefits

Annual level of support - \$25,000 (tax deductible)

- A seat on the Corporate Advisory Board. One representative from your company will be appointed as a board member of the CHR Corporate Advisory Board. The board, composed of senior-level industry leaders who represent other CHR corporate member companies, meets twice annually. The meetings provide an opportunity for board members to discuss research possibilities, set the direction for the Center, and network with each other.
- Invitations to exclusive events. Receive invitations to participate in webinar panels, external conference panels, networking events, and all roundtables sponsored by the CHR.
- Research and publications. Generate ideas for potential faculty and student research. Gain special access to faculty through referrals from the CHR. Collaborate with CHR to create a report, tool, or research brief to share industry insights, or create an interactive case study to challenge students, alumni, and industry to send in solutions for a real business dilemma. Use your industry expertise to review manuscripts for publication.
- Student engagement. Receive invitations to guest lecture in classes and share your experiences with students during the annual career Q&A session during the spring advisory board meeting. Collaborate with CHR to share your company's internship opportunities with talented students.
- Co-branding opportunities. Your corporate name listed as a CHR member on all CHR publications and your corporate name, logo, and website featured in the CHR e-newsletter on a rotating basis, which circulates to hospitality executives, practitioners, and educators worldwide. Your corporate logo, a link to your company's website, and the advisory board member's personal bio and photo featured



Membership Benefits

Corporate Affiliate Benefits

Annual level of support - \$10,000 (tax deductible)

- Invitations to exclusive events. Receive invitations to participate in webinar panels, external conference panels, networking events, and all roundtables sponsored by the CHR.
- Research and Publications. Generate ideas for potential faculty and student research. Gain special access to faculty through referrals from the CHR. Collaborate with CHR to create a report, tool, or research brief to share industry insights, or create an interactive case study to challenge students, alumni, and industry to send in solutions for a real business dilemma. Use your industry expertise to review manuscripts for publication.
- Student engagement. Invitations to participate as a guest lecturer in classes. Collaborate with CHR to share your company's internship opportunities with talented students.
- Co-branding opportunities. Your corporate logo and a link to your company's website featured in the CHR e-newsletter on a rotating basis, which circulates to hospitality executives, practitioners, and educators worldwide. Your corporate logo and a link to your company's website featured on the CHR website.

CHR Naming Opportunities

- Name the Center for Hospitality Research: \$10 million
- Name the CHR Academic Director position: \$1 million or \$35,000/year
- Sponsor CHR Hospitality Roundtables: \$15,000 - \$25,000/event



New Publications & Articles

Research Brief: Crowdfunding for Hospitality Ventures

Associate professor [Elena Belavina](#)'s research brief provides guidance for entrepreneurs on the benefits and effective use of crowdfunding for hospitality ventures. [Read the full article.](#)



The Health Trust Factor: Why Travel Companies Should Think Like Health Providers

[Tajmur Khan M. Eng '93](#), CHR Advisory Board Member, and vice president and general manager of travel, transportation, and hospitality solutions team at Salesforce, [wrote an article](#) outlining four healthcare principles that the hospitality industry can adopt to build resilience and make guests feel safe as travel resumes.

New Member Welcome



Thank You To Our Members and Affiliates



Thank You To Our Members and Affiliates



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