



Nolan  
Cornell  
SC Johnson College of Business

# CENTER FOR HOSPITALITY RESEARCH



## ANNUAL REPORT

FY 2021 - 2022

# 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 into 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 Cornell SC Johnson College of Business to maximize research, event, and networking collaborations.

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# LEADERSHIP

## STAFF



**LINDA CANINA**

*Dr. Michael Dang Director &  
Georges C. and Marian St.  
Laurent Professor in Applied  
Business Management*



**NICOLE MCQUIDDY-DAVIS**

*Program Manager*

## DIRECTOR'S MESSAGE

*2022 marked the Center for Hospitality Research's 30th anniversary, and thanks to the contributions of the faculty at the Cornell SC Johnson College of Business, our industry board members, staff, students, and everyone who participated in our programs and events, the CHR had a very successful year.*

*Our in-person events, keynote webinars, and publications provided one-of-a-kind forums for industry leaders, faculty, and students to share and brainstorm new and innovative ways of tackling the industry's biggest challenges like sustainability; supply-chain disruptions; labor shortages; loyalty; innovation; diversity, equity, inclusion, and belonging; data analytics; revenue and profit management; and operating performance, to name a few. Together, we explored how the industry is addressing these challenges, what has been effective, and what the future holds, with the shared goal of building a more resilient and nimble hospitality industry that can adapt to changing technology, guest preferences, and economic conditions.*

*In the coming year, I look forward to working together once again to dive deeper into each of these topics to uncover new knowledge and innovative solutions to tomorrow's challenges.*

*Warm regards,  
Linda Canina*

A handwritten signature in black ink, appearing to be 'LC' followed by a flourish.



# LEADERSHIP

## CORPORATE ADVISORY BOARD

(AS OF JUNE 30, 2022)



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*Expedia Group*



**CAROLYN CORDA, MPS '89**  
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*ADARA*



**STEVE HOOD**  
SVP of Research  
*STR*



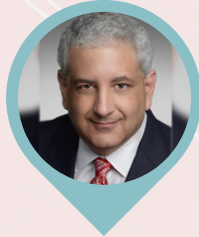
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Chief Evangelist and Head of Strategy  
*IDeaS*



**JAMIE LANE**  
VP of Research  
*AirDNA*



**MARK LOMANNO**  
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*CBRE Hotels Research*



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*ZS*



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and Hospitality  
*Salesforce*



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SVP, Global Insights, Analytics  
& Data  
*IHG*



**ANDRADA PARASCHIV**  
VP of Hospitality  
*Beekeeper*



**MICHAEL PARTRIDGE '92**  
VP of Sales & Revenue Analysis  
*Marriott International*



**STEPHANIE PERRONE GOLDSTEIN '01**  
Principal  
*Deloitte*



# LEADERSHIP

## CORPORATE ADVISORY BOARD

(AS OF JUNE 30, 2022)



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SVP, Commercial Strategy, Insights & Analytics



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VP, Sector Head - Retail & Hospitality  
*Medallia*



**GUIDO SALVATORI, MMH '02**  
Senior Director, Integrations  
*Duetto*



**MICHELE SARKISIAN**  
Partner  
*Avenger Capital*



**STACY SILVER**  
President  
*Silver Hospitality Group*



**LIESL SMITH**  
SVP for Marketing, Communications & Sales  
*Enablement FreedomPay*



**RANDELL SMITH**  
Founder (Retired)  
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SVP, Global Hospitality  
*Four Seasons Hotels and Resorts*



**SriHari Thotapalli**  
Worldwide Technology Leader for Hospitality  
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**PAOLO TORCHIO**  
Chief Strategy Officer  
*Cendyn*



**EMILY WEISS**  
Senior Managing Director - Global  
Industry Sector Lead Travel  
*Accenture*



**MICHELLE WOODLEY '89**  
President  
*Preferred Hotels & Resorts*



**AHMED (JOE) YOUSSEF**  
EVP, Business Intelligence and Data Solutions  
*Amadeus*



Interested in becoming a corporate advisory board member?

**EMAIL US!**



# RESEARCH & INSIGHTS

## FACULTY CONTRIBUTORS

Cornell Peter and Stephanie Nolan School of Hotel Administration and Cornell SC Johnson College of Business faculty members are vital to the CHR. They drive the research agenda; lead keynotes, roundtables, and research summits; represent the center at industry events; and collaborate with practitioners on research projects that move the hospitality industry forward. Contributing Cornell faculty members in FY21-22 are listed below.



AARON ADALJA



CHRISTOPHER ANDERSON



LINDA CANINA



LISA CHERVINSKY



YAO CUI



LILLY JAN



HEEYON KIM



TASHLIN LAKHANI



KATHRYN LATOUR



CROCKER LIU



PENG LIU



YOUNG-HOON PARK



GORDON POTTER



DAVE ROBERTS



YUAN SHI



WESLEY SINE



VINCENT SLAUGH



CHERYL STANLEY



STIJN VAN OSSELAER



JEANNE VARNEY



KATE WALSH



# RESEARCH & INSIGHTS

## THE STANLEY SUN FACULTY GLOBAL RESEARCH FUND

Thanks to the [Stanley Sun Faculty Global Research Fund](#), the CHR offers grants in support of Cornell faculty who are researching topics of interest and importance to the hospitality, travel, and service industries.

### FY '21-'22 GRANT RECIPIENTS



#### Christopher Anderson

Anderson's research aims to untangle traffic and reservation impacts of price meta at Google.



#### Young-Hoon Park

Park's research focuses on the impact of subscription programs within and across categories, using evidence from restaurant delivery and adjacent categories.



#### Wesley Sine

Sine will study the hospitality industry in Mexico to examine how cultural strategies are important for firms to leverage a positive regional identity or mitigate the impact of a negative regional identity.



# RESEARCH & INSIGHTS

## SCHOLARLY PUBLICATIONS: FOCUSED ON THE INDUSTRY

The CHR offers a wide variety of publications aimed at providing specific approaches for addressing industry issues. The reports are written by faculty researchers at the Nolan School of Hotel Administration, Cornell SC Johnson College of Business, and elsewhere. Research briefs, white papers, roundtable highlights, indices, case studies and more are freely available for download from the [eCommons](#). Publications from the past year are highlighted below. Click the titles to read and download.

### Research Briefs

**Groundedness: Connecting Consumers with Place, People, and Past**  
By Stijn van Osselaer, Isabel Eichinger, Martin Schreier

**Understanding Human Resource Practices and Outcomes in Franchise Businesses**  
By Tashlin Lakhani

**Social Listening to Create Bespoke Customer Experiences: Best Practices for Hospitality Operators**  
By Kathryn LaTour, Ana Brant

### White Papers

**Shifting Loyalties: Where Has All the Love Gone? A Quantitative View of Changing Consumer Behavior**  
By Carolyn Corda

**Check Please! How Restaurant, Retail and Hospitality Businesses are Managing Cybersecurity Risks**  
By Prameela Kottapalli



# RESEARCH & INSIGHTS

## Roundtable Highlights

### **12th Annual Sustainability Roundtable Highlights**

By Aaron Adalja, Jeanne Varney

### **Finding the Balance Between Driving Revenue & Managing Costs**

By Ira Vouk

## Indices

### **Cornell Hotel Indices Q1 2022: Beware the Ides of March**

### **Cornell Hotel Indices Q4 2021: Converging Towards Normalcy**

### **Cornell Hotel Indices Q3 2021: Pole Vaulting to a New High**

### **Cornell Hotel Indices Q2 2021: Are We There Yet?**

By Crocker Liu, Adam Nowack, Robert White Jr.

### **Hotel Sustainability Benchmarking Index 2021: Carbon, Energy, and Water**

By Eric Ricaurte, Rehmaashini Jagarajan

## Case Studies

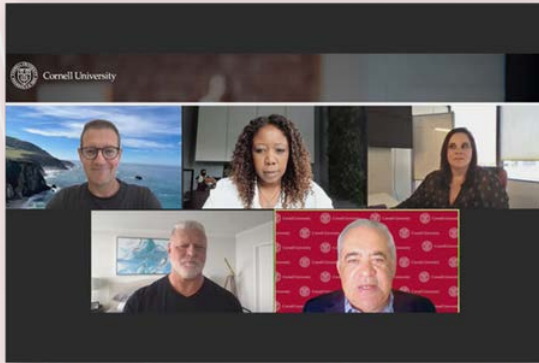
### **Real Estate: Private Equity Investment in Shanghai**

By Peng Liu, Terence Loh

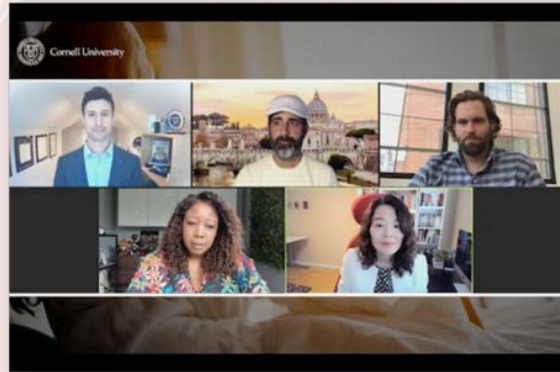


# RESEARCH & INSIGHTS ON THE BUSINESSFEED

Bookmark the [CHR BusinessFeed Hub](#) and sign up to receive the [CHR Research Roundup](#), our weekly e-newsletter, to stay up to date on center activities. News and features from the last year are highlighted below. Click the photos to read.



**Preparing for the Return of Business Meetings, Conferences and Travel: Is High-Tech the New High-Touch?**



**What Keeps Us Coming Back: How to Build Customer Loyalty**



**Alumna Emily Kanders Goldfischer '92 Builds Community With hertelier**



**Maximizing Female Talent in Hospitality, Travel**



**Sustainability in the Hospitality Industry: Challenges and Opportunities**



**Ideas With Impact: The Future is Seamless Travel**

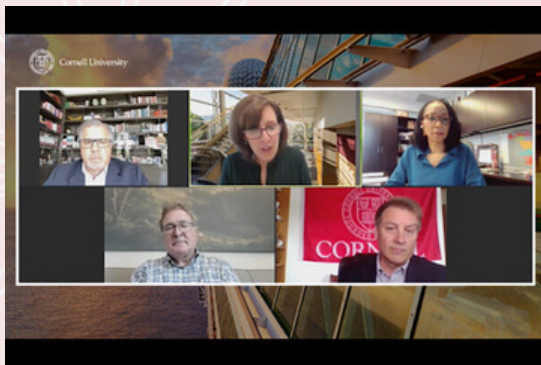
# RESEARCH & INSIGHTS ON THE BUSINESSFEED



**The Choice: Industry Leaders Envision  
the Future of Food & Beverage**



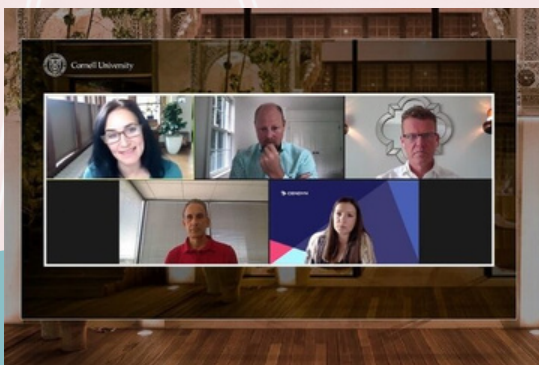
**Post-2020 Food and Beverage:  
Rebuilding an Embattled Industry**



**The Cruise Industry Faces Challenges  
with Optimism**



**Hotels Worldwide Reduced Carbon  
Footprint by 3%**



**Building a Sustainable Future: How  
Hotels are Blending Design and  
Technology for a Greener Tomorrow**



**For more  
stories, click  
here to check  
out the CHR's  
BusinessFeed  
archives**



# KEYNOTE WEBINARS

## ADVANCING THOUGHT LEADERSHIP

To advance thought leadership, the CHR regularly brings together faculty and industry experts to discuss the most pressing issues and challenges facing today's hospitality industry. From real estate and finance to HR, entrepreneurship to food and beverage, technology to marketing, and cruise lines to airlines, our on demand keynotes have covered it all. Click the titles to watch.



### **A Green Slate: Building Smarter, Sustainable Hotels** with Lecturer Lisa Chervinsky

Hotel design and engineering leaders discussed ways to build smarter and more sustainable hotels and what that means for guests, the future of hotel development, and the environment. Industry panelists, pictured clockwise from top left, included Nicola Graham (Cendyn), Tyler Lavin MMH '10 (citizenM), Bob Winter '85 (IMEG Corporation), and Shane O'Flaherty (Microsoft).

### **Here to Stay: COVID-19 Responses Transform Hospitality and Restaurant Operations** with Senior Lecturer Cheryl Stanley



Health experts, restaurateurs, and hoteliers explored the operational changes spurred by the pandemic, which of them are here to stay, their impact on guests and employees, and how health and safety play a crucial role in post-pandemic competitive business strategy. Industry panelists, pictured clockwise from top left, included Dr. Clare Rock and Dr. Jonathan Zenilman '77 (Johns Hopkins University), Benjamin Berg MMH '05 (Berg Hospitality Group), and Chrissy Gamble '01 (Four Seasons Hotels & Resorts).



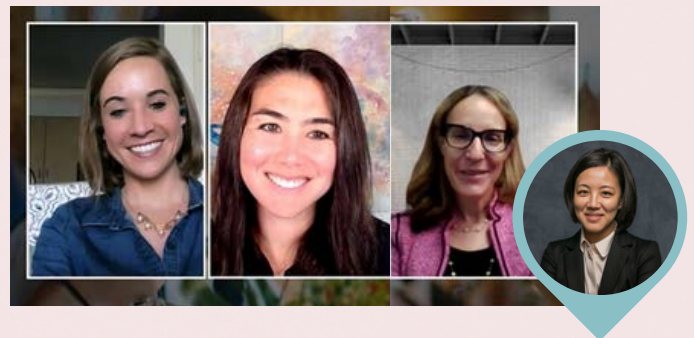
# KEYNOTE WEBINARS



## **Women in Hospitality and Travel: Opportunities, Challenges, and Progress** with Dean Kate Walsh

Industry and academic leaders shared stories of their career challenges, victories, and personal leadership values; organizational best practices for supporting women in the workforce; and predictions for the future. Industry panelists, pictured clockwise from top left, included moderator Hannah DeMaio (Women Leading Travel & Hospitality), Miranda Scott (Lyft), and Michelle Woodley '89 (Preferred Hotels & Resorts).

## **The Next 100 Years: Innovators and Disruptors Shaping the Future of Hospitality** with Assistant Professor Heeyon Kim



Industry and academic experts discussed future hospitality industry disruptors, innovation strategies, and adopting a disruptor mindset. Industry panelists, pictured from left, included moderator Hannah Demaio (Women Leading Travel & Hospitality), Jamie Cohen (Vacasa), and Emily Weiss (Accenture).

**Click here to  
browse our  
collection of  
keynote  
recordings**



# EVENTS



JULY 9, 2021

**Research Presentation:  
Prescriptive Analytics for  
Housekeeping Operations**  
with Assistant Professor  
Vincent Slauch

JULY 30, 2021

**Virtual Roundtable:  
Finding the Balance Between  
Driving Revenue and  
Managing Costs**



Pictured clockwise from top left: Sopan Shah (IHG), Jeanne Varney (Nolan Hotel School), Aaron Adalja (Nolan Hotel School), Aditi Mohapatra (Expedia Group), Rishi Shah '99 (Wyndham Hotels & Resorts), SriHari Thotapalli (Amazon Web Services).



Pictured clockwise from top left: Maxine Taylor (CHMWarnick), Klaus Kohlmayr (IDeaS), Kelly McGuire MMH '01 & Ph.D. '07 (ZS), Dave Roberts (Nolan Hotel School), Alfonso Delgado (Solution Development Partners), Ira Vouk (formerly, Duetto)

OCTOBER 15, 2021

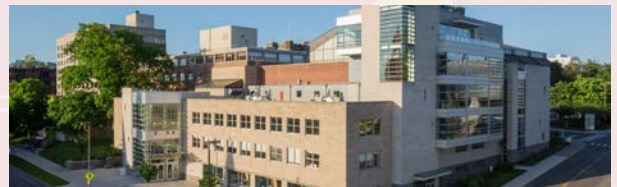
**12th Annual Virtual  
Sustainability Roundtable**



# EVENTS



NOVEMBER 15, 2021  
**New York City**  
**Fall Advisory Board Meeting**



APRIL 21, 2022  
**Ithaca**  
**Spring Advisory Board Meeting**



MAY 16-17, 2022  
**Washington DC**  
**Reception & Roundtable:**  
**Driving Operational Excellence**  
**Through Analytics**  
with support from Expedia Group



# INDUSTRY RESEARCH COLLABORATIONS

Click the titles to read the full reports



## **Benchmarking Gender Diversity in Hospitality and Travel**

The CHR, in collaboration with Women Leading Travel & Hospitality and NAPCO Media, launched a gender diversity benchmarking study to uncover the current gender diversity landscape, opportunities for women's advancement, and organizational best practices for supporting women in travel and hospitality.



## **Check Please! How Restaurant, Retail and Hospitality Businesses are Managing Cybersecurity Risks**

The CHR, in collaboration with FreedomPay, commissioned an independent study on cybersecurity adoption in small, medium, and large enterprises in hospitality, food and beverage, and retail.



# CHR 2.0

## The Next Chapter for Hospitality Research

Since 1992, the CHR has supported the hospitality industry with pioneering thought leadership and engaging events that bring together faculty experts, industry leaders, and students to exchange new ideas and explore the challenges and opportunities that the modern hospitality industry faces.

As the CHR celebrates its 30th anniversary, a group of dedicated industry leaders, alumni, faculty and staff are hard at work envisioning its next chapter. Building on its mission to expand the quality and volume of hospitality research, the new CHR hopes to:

- **Provide grants to global scholars conducting research on important industry issues like digital transformation; personalization; sustainability; loyalty; hospitality analytics; diversity, equity, inclusion, and belonging; and many more.**
- **Develop immersion courses for students to participate in consulting style projects for industry clients.**
- **Build and manage a database of real-time industry data for research projects.**
- **Be the hub of a global scholar network.**
- **Host thought leadership events around the globe.**
- **Support dedicated research and editorial teams.**

**The future of hospitality research at Cornell looks bright.**



Interested in supporting the CHR 2.0  
initiative?

**EMAIL US!**



# BECOME A MEMBER

## MEMBERSHIP BENEFITS

### 01. Serve on the Corporate Advisory Board.

Composed of senior-level industry leaders, the board meets twice annually, providing opportunities for board members to discuss research possibilities, set the direction for the Center, and network with each other, faculty, and students.

### 03. Contribute to research that advances the industry.

Generate research ideas. Connect with faculty through CHR referrals. Collaborate with CHR to create an industry insights report, 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.

### 05. Benefit from the Cornell Connection

Your corporate name listed as a member on the CHR's website, publications, and monthly newsletters, which circulate to hospitality executives, practitioners, and educators worldwide. The advisory board member's personal bio and photo featured on the CHR's website.

### 02. Attend exclusive Cornell industry events.

Receive invitations to speak on the CHR's webinar and conference panels, and at networking events and roundtables.

### 04. Meet and mentor the next generation of hospitality leaders.

Receive invitations to guest lecture in classes, speak at CHR's student-focused events, and spread the word about your company's internship opportunities.

“

*I've had a strong desire to help build a bridge between academic research and industry issues...as a board member, I've been able to make this connection. It's been meaningful to me both professionally and personally to maintain this strong connection with Cornell, and to continue to build relationships with board members, faculty, staff and students!*

**Kelly McGuire, Managing Principal  
Hospitality at ZS**

”

### Annual Membership Level of Support

## \$25,000

*All gifts tax deductible  
1- and 3- year  
commitments available*



# THANK YOU

Thank you to our FY '21-'22 members, supporters, and data providers

