

**Curriculum Vitae of Cornell Professor Chekitan S. Dev**  
(email: chekitan.dev@cornell.edu)

**EMPLOYMENT**

- 1989 - Present      **Cornell University**, Johnson College of Business, School of Hotel Administration  
*Singapore Tourism Distinguished Professor, 2020-*  
*Professor of Marketing (tenured): 2017-present, Professor of Management (elected): 2018-present*  
*Associate Professor of Marketing: 1995-2017, Assistant Professor of Marketing, 1989-1995*
- Visiting appointments **National University of Singapore, University of Buckingham (UK), Institut de Management Hotelier International (France), Insitutet for Foretagsledning (Sweden), Institut fur Hotelmanagement (Germany), Haaga Instituutin (Finland), Centre International de Gliion (Switzerland), Athens Laboratory of Business Administration (Greece), Indian School of Business, Gordon Institute of Business Sciences (South Africa), French Culinary Institute (New York City), University of Denver, Florida International University, Universidad Iberoamericana (Mexico), Universidad Nacional de Asunción (Paraguay)**
- 1985 – 1988      **Virginia Tech**, Department of Hospitality and Tourism, Blacksburg, Virginia  
*Teaching Assistant: 1985-1988; Instructor: fall 1986, summer 1988*
- 1987 - 1988      **Michael D. Olsen and Associates**, Hospitality Consulting, Blacksburg, Virginia  
*Intern: summer 1987, Senior Associate: 1988*
- 1986 summer      **Resort Property Management**, Beach Quarters Hotel, Virginia Beach, Virginia  
*Assistant to the President*
- 1984 – 1985      **Hotel George V (a Trusthouse Forte Exclusive Hotel)**, Paris, France  
*Stagiaire en Gestion: summer 1984, Analyste Marketing et Opération: 1984-1985*
- 1979 – 1983      **Oberoi Hotels & Resorts**, Delhi, India  
*Management Trainee: 1979-1981, Assistant Manager Marketing Planning: 1981-1983*

**EDUCATION**

- Certificate      **Northwestern University**, Kellogg School of Management, Evanston, Illinois  
*Brand Management, 2003*
- Ph.D.      **Virginia Tech**, Department of Hospitality and Tourism, Blacksburg, Virginia  
*Major: Hospitality Management, Minors: Marketing and Strategy, 1985-1988*
- Master      **ESSEC**, L'Institut de Management Hotelier International (IMHI), Paris, France  
*Hotel Administration, 1983-1985*
- Certificates      **World Tourism Organization**, Madrid, Spain: *Tourism Marketing, 1983*  
**Cornell Hotel School**, New Delhi, India: *Hotel Marketing, 1981*
- Post-Graduate Diploma      **Oberoi School of Hotel Management**, Delhi, India  
*Hotel Management, 1979-1981*
- B.A. (Honors)      **University of Delhi**, Hansraj College, Delhi, India  
*Major: Economics, Minors: Philosophy and History, 1976-1979*

**HONORS and AWARDS**

- 2021 Named the Singapore Tourism Distinguished Professor at Cornell University
- 2020 Named a Distinguished Speaker by Federation of Indian Chambers of Commerce (FICCI)
- 2020 Named a Distinguished Scholar by the Journal of Hospitality and Tourism Research
- 2019 Received a Trailblazer Award from eCornell
- 2019 Received the Best Case Study Award from The Case Center at Cranfield University, UK
- 2018 Received a Best Service Research Paper Award (Finalist), American Marketing Association
- 2018 Elected to Cornell University's Field of Management
- 2017 Promoted to Full Professor
- 2016 Received Academic Excellence Award from Dean of the Cornell Hotel School
- 2016 Received Industry Relevance Award from Cornell Center for Hospitality Research (CHR)
- 2015 Received Highly Commended Paper Award from IJCHM Editors for Flow-Through paper
- 2015 Named the Hilton Lecturer, Michigan State University School of Hospitality Business
- 2014 Awarded Best Paper (Runner Up) at INFORMS Conference (Service Science Section)
- 2014 Featured in Cornell Research: Imaginative Scholarship and Creativity for Branding book
- 2013 Named the Lerner Distinguished Lecturer, University of Delaware College of Business
- 2010 Named a Fellow of the Center for Hospitality Research for "exemplary contributions"
- 2010 Named a Bestselling Author for the Westin Case by the European Case Clearing House
- 2010 Received a Honorable Mention for Hospitality Research in Practice Award from CHR
- 2010 Awarded Best Article (Runner Up) from the Cornell Hospitality Quarterly
- 2010 Named Top 25 Most Extraordinary Minds in Hospitality, Travel and Tourism by HSMAI
- 2010 Received an Inclusive Excellence Award from Ernst & Young for promoting diversity
- 2009 Named a Most Popular (bestseller) author by HBS for a case study on Rosewood
- 2009 Received Second Place Award for Best Papers published in the Cornell Quarterly in 2009
- 2009 Appointed the Barron Hilton Distinguished Visiting Professor at University of Denver
- 2008 Selected for Cornell University's Faculty Institute for Diversity summer program
- 2008 Named a Most Popular (bestseller) author by HBS for a case study on Hilton
- 2007 Appointed Coca-Cola Distinguished Visiting Professor at Florida International University
- 2005 Received an Honorable Mention Award for Undergraduate Teacher of the Year
- 2005 Received the Michael D. Olsen Research Achievement Award from University of Delaware
- 2005 Selected by Emerald Publishing's Reading List Assist for Service Innovation paper
- 2004 Received an Undergraduate Teacher of the Year Award
- 2002 Received the John Wiley Award for "lifetime contribution to hospitality research"
- 2001 Received the W. Bradford Wiley Memorial Award for "a superior research publication"
- 2001 Received a Faculty Research Award (Second Prize) from Cornell Hotel School Dean
- 2001 Received a Best Article Award for Europe 1992 paper from Cornell Quarterly for 1990-2000
- 1998 Selected for inclusion in Cornell University's Research Highlights Annual Report
- 1996 Received an Outstanding Research Award from Cornell Hotel School Dean
- 1996 Appointed the Wincott Fellow by the University of Buckingham (UK) School of Business
- 1995 Promoted to Associate Professor with indefinite tenure
- 1994 Received a Graduate Teacher of the Year Award from Cornell Hotel School
- 1992 Received the Van Nostrand Reinhold Award for "superior original published research"
- 1988 Inducted into Phi Upsilon Omicron and Kappa Omicron Nu Honor Societies
- 1988 Received the Graduate Student of the Year Award, Virginia Tech Department of Hospitality
- 1988 Awarded a Statler Scholarship for Graduate Studies
- 1988 Awarded a Research Development Scholarship from Virginia Tech's Graduate School
- 1985 Awarded a Tuition Scholarship from Virginia Tech's Division of Hospitality Management
- 1985 Ranked First in IMHI class of 1985 and set a record for the highest grade point average

**PUBLICATIONS (Total count: 150)**

- Leszkiewicz, Agata, Sarang Sunder, Chekitan S. Dev and V. Kumar (2021), "The Impact of Third-Party Customer Acquisition Channels on Customer Relationships: Online Travel Agents (OTAs) in the Hotel Industry," Proceedings of the European Marketing Academy, 50<sup>TH</sup>, Madrid, Spain (94730)
- Dev, Chekitan S. and Amy Wang (2021), "Preparing for the Return of Business Meetings, Conferences and Travel: Is High-Tech the New High-Touch?" Cornell Center for Hospitality Research Panel Summary, <https://business.cornell.edu/hub/2021/07/20/preparing-for-the-return-of-business-meetings-conferences-and-travel-is-high-tech-the-new-high-touch/>
- Dev, Chekitan S. (2021), "Reimagining ICHRIE's Future by Rebranding Its Mission," Journal of Hospitality and Tourism Research, 45(5), 957-959.
- Dev, Chekitan S. and Laure Mougeot Stroock (2020), "Neemrana Hotels: Building A Heritage Hospitality Brand," Cornell Hospitality Case Study, 20(8), 1-28.
- Dev, Chekitan S. (2020), "The Future of Hospitality Management Programs: A Wakeup Call," Journal of Hospitality and Tourism Research, **Distinguished Scholar Series**, 44(8), 1203-1210.
- Dev, Chekitan S. James Brown, Jody Crosno, and Yuerong Liu (2020), "The relationship satisfaction factor in successful brand-hotel partnerships," Research Recap, <https://business.cornell.edu/hub/2020/06/23/relationship-satisfaction-factor-brand-hotel-partnerships/>
- Dev, Chekitan S. (2020), "WTF (What The Future): Travel," invited essay, <https://future.ipsos.com/>
- Huang, Ming-Hui and Chekitan S. Dev (2020), "Growing the Service Brand," International Journal of Research in Marketing, 37(2), 281-300. **Runner Up, Best Paper Award at INFORMS Conference (Service Science Section).**
- Dev, Chekitan S. and Laure Mougeot Stroock (2020), "Beach Enclave Turks & Caicos: Creating A Luxury Villa Resort Brand," Cornell Hospitality Report, 20(6), 1-16.
- Dev, Chekitan S. (2020), "How Hospitality Can Get Back To Business," invited essay, <https://cayugahospitality.com/chekitan-dev/how-hospitality-can-get-back-to-business/>
- Avery, Jill and Chekitan S. Dev (2020), "The Marriott-Starwood Merger: Navigating Brand Portfolio Strategy and Brand Architecture," Harvard Business School Teaching Note 520-112.
- Dev, Chekitan S. (2020), "Help Save The Planet By Eliminating Hotel Bathroom Toiletries," opinion, <https://www.hospitalitynet.org/opinion/4097303.html>
- Brown, James R., Jody L. Crosno, Yuerong Liu, and Chekitan S. Dev, (2020), "Relationship satisfaction: An overlooked marketing channel safeguard," Industrial Marketing Management, 87(2020), 171-180.
- Dev, Chekitan S. and Eva Steiner (2020), "Do Dual-Branded Hotels Outperform Single-Branded Hotels?" Cornell Hospitality Report, 20(1), 1-15.

**PUBLICATIONS (continued)**

- Dev, Chekitan S. (2019), "The Wellness Tent: A Poverty Alleviation Tourism Project for Women in Developing Countries," in Strategic Management for Hospitality and Travel: Today and Tomorrow edited by F. J. DeMicco, M. J. Cetron and O. Davies, Kendall-Hunt Publishing, 267-270.
- Raghavan, Lulu and Chekitan S. Dev (2019), "Digital Branding for Hotels: The Four Es to Success," Hotel Yearbook 2020 (Special Edition on Digital Marketing), 18-20.
- Swain, Richard and Chekitan S. Dev (2019), "Technology and Brand Building: Four Smart Practices for Hotels," Hotel Yearbook 2020 (Special Edition on Technology), 12-13.
- Dev, Chekitan S. and Prateek Kumar (2019), "A Detailed Analysis of the Expected and Actual Use of Hotel Amenities, Boston Hospitality Review," (7)1, 1-22.
- Dev, Chekitan S., Rebecca W. Hamilton, Roland T. Rust and Matthew Valenti (2018), "What Do Hotel Guests *Really* Want? Anticipated Versus Actual Use of Amenities, Cornell Hospitality Report, 18(8), 1-24.
- Dev, Chekitan S. (2018), "Prune the Brand Portfolio?" Harvard Business Review, March/April, 167-171. **Translated into Turkish, Chinese, German and French.**
- Avery, Jill, Chekitan S. Dev and Laure Mougeot Stroock (2018), "The Marriott-Starwood Merger: Navigating Brand Portfolio Strategy and Brand Architecture," Harvard Business School Case 518-081.
- Hamilton, Rebecca W., Roland T. Rust, Michel Wedel and Chekitan S. Dev (2017), "When Does Providing Free Extras Pay Off?" <https://www.ama.org/2017/11/29/when-does-providing-free-extras-pay-off/>
- Rust, Roland T., Rebecca W. Hamilton and Chekitan S. Dev (2017), "Assessing the Return on your Service Amenities," InnFocus, Fall, 24-26.
- Dev, Chekitan S., Rebecca W. Hamilton and Roland T. Rust (2017), "Hotel Brand Standards: How to Pick the Right Amenities for your Property," Cornell Hospitality Report, 17(3), 3-7.
- Hamilton, Rebecca W., Roland T. Rust and Chekitan S. Dev (2017), "Which Features Increase Customer Retention?" MIT Sloan Management Review, 58(2), 79-84. **Featured on research.cornell.edu.**
- Hamilton, Rebecca W., Roland T. Rust, Michel Wedel and Chekitan S. Dev (2017), "Return on Service Amenities," Journal of Marketing Research, 54(1), 96-110. **Featured on research.cornell.edu. Finalist for Best Service Paper of 2017 Award from the American Marketing Association.**
- Avery, Jill and Chekitan S. Dev (2017), "The Park Hotels: Revitalizing an Iconic Indian Brand," Harvard Business School Teaching Note 5-517-076.
- Adamson, Allen and Chekitan S. Dev (2016). "Hospitality Branding in the Age of the Millennial", Boston Hospitality Review, 4(3) 1-9.

**PUBLICATIONS (continued)**

- Dev, Chekitan S. and Peter O'Connor (2015), "Challenge the Middlemen?" Harvard Business Review, November/December, 119-123. **Translated into German.**
- Tsai, Yi-Lin, Chekitan S. Dev, and Pradeep Chintagunta (2015), "What's In A Brand Name? Assessing the Impact of Rebranding in the Hospitality Industry," Journal of Marketing Research, 52(6), 865-878. **Featured in Chicago Booth Review and on [research.cornell.edu](http://research.cornell.edu).**
- Dev, Chekitan S. (2015), "Hotel Brand Conversions: What Works and What Doesn't," Cornell Hospitality Report, 15(21), 3-11. **Received a 2016 Industry Relevance Award from Cornell Center for Hospitality Research. Featured on [research.cornell.edu](http://research.cornell.edu).**
- Singh, Amrik and Chekitan S. Dev (2015), "Winners and Losers during the Great Recession: The Positive Impact of Marketing Expenditures," Cornell Hospitality Quarterly, 56(4), 383-396.
- Dev, Chekitan S. and Don E. Schultz (2015), "From the Four Ps to the Four 'Why's'," Marketing News, September, 40-47.
- Dev, Chekitan S. Pradeep Chintagunta and Yi-Lin Tsai (2015), "Do Hotel Brand Names Really Matter?" Hotel Online, <https://www.hotel-online.com/do-brand-names-really-matter>
- Avery, Jill, Chekitan S. Dev, and Peter O'Connor (2015), "Accor: Strengthening the Brand with Digital Marketing," Harvard Business School Teaching Note 316-103.
- Avery, Jill, Chekitan S. Dev, and Peter O'Connor (2015), "Accor: Strengthening the Brand with Digital Marketing," Harvard Business School Case 315-138. **Rated bestseller by HBS in 2017, 2018, 2019; Overall Winner (Best Case Study) Award from The Case Center at Cranfield University, UK.**
- Dev, Chekitan S. (2014), "The Power of Branding," Hotelier, January-February, 11-15.
- Dev, Chekitan S., H. G. Parsa, Rahul A. Parsa & Milos Bujisic (2015), "Assessing Faculty Productivity by Research Impact: Introducing Dp2 Index," Journal of Teaching in Travel & Tourism, 15(2), 93-124.
- Applegate, Lynda, Chekitan S. Dev and Gabriele Piccoli (2014), "Atlantis Paradise Island Resort and Casino (B): Improving Performance with New Core Values," Harvard Business School Case 815-073.
- Dev, Chekitan S. and Kevin Lane Keller (2014), "Brand Revitalization," Cornell Hospitality Quarterly, 55(4), 334-341.
- Dev, Chekitan S. (2014), "Strategies for Successfully Managing Brand-Hotel Relationships," Cornell Hospitality Report, 14(14), July, 8 pages.
- Avery, Jill and Chekitan S. Dev (2014), "The Park Hotels: Revitalizing an Iconic Indian Brand," Harvard Business School Case 314-114.
- Dev, Chekitan S. (2014), "Hospitality Marketing and Branding Research: Insights From a Specific Service Context," in Handbook of Service Marketing Research edited by Roland Rust and Ming-Hui Huang, Edward Elgar Publishing, 527-556.



**PUBLICATIONS (continued)**

- Applegate, Lynda, Chekitan S. Dev, Gabriele Piccoli and Arnold B. Peinado (2014), "Experience! The Finger Lakes: The Groupon Partnership Decision (B)," Harvard Business School Case 814-078.
- Singh, Amrik, Chekitan S. Dev, Robert Mandelbaum (2014), "A Flow-Through Analysis of the U.S. Lodging Industry During the Great Recession," International Journal of Contemporary Hospitality Management, 26(2), 205-224. **Received Highly Commended Paper Award from IJCHM editors.**
- Brown, James R., Anjala S. Kishen and Chekitan S. Dev (2014), "The Role of Ownership in Managing Interfirm Opportunism: A Dyadic Study," Journal of Marketing Channels, 21, 31-42.
- Bogan, Vicki L., David R. Just and Chekitan S. Dev (2013), "Team Gender Diversity and Investment Decision Making Behavior," Review of Behavioral Finance, 5(2), 134-152.
- Kimes, Sheryl E. and Chekitan S. Dev, (2013), "Hotel Daily Deals: Insights from Asian Consumers," Cornell Hospitality Report, 13(9), September, 15 pages.
- O'Neill, John W., Chekitan S. Dev and Hiromi Yaganisawa (2013), "Hotel Assets: An Analysis of Brand Attributes, Franchise Fees, Hotel Age and Performance," International Journal of the Built Environment and Asset Management, 1(2), 139-164.
- Applegate, Lynda, Chekitan S. Dev, Gabriele Piccoli and Arnold B. Peinado (2013), "Experience! The Finger Lakes: The Groupon Partnership Decision," Harvard Business School Case 814-010.
- Dev, Chekitan S. (2013), "Challenges in Contemporary Hospitality Branding," Cornell Hospitality Proceedings, 5(6), 14 pages.
- Dev, Chekitan S. (2013), "Defining the New Luxury: Perspectives from Industry Leaders," Boston Hospitality Review, 1(3), 22-25.
- Adamson, Allen and Chekitan S Dev (2013), "Can Carnival Recover From Damage To Its Brand?" Marketing Daily, April 12, New York: MediaPost.com.
- Dev, Chekitan S. (2012), Hospitality Branding, Ithaca, London: Cornell University Press, 192 pages. **Featured in Cornell Research: Imaginative Scholarship and Creativity, January 2014.**
- Piccoli, Gabriel and Chekitan S. Dev (2012), "Emerging Marketing Channels in Hospitality: A Global Study of Internet-Enabled Flash Sales and Private Sales," Cornell Hospitality Report, 12(5), 15 pages.
- Dev, Chekitan S. and Glenn Withiam (2012), "Branding Hospitality: Challenges, Opportunities and Best Practices," Cornell Hospitality Proceedings, 4(5), June.
- Schultz, Don E. and Chekitan Dev (2012), "Revisiting the Marketing Mix: The Apple Store experience typifies a new vision for marketing," Marketing Management, 21(2), 45-47.
- Dev, Chekitan S., Laura Winter Falk, and Laure Mougeot Stroock (2011), "To Groupon or Not To Groupon: A Tour Operator's Dilemma," Cornell Hospitality Report, 11(19), 15 pages.

**PUBLICATIONS (continued)**

- Dev, Chekitan S., Stephan Grzeskowiak, and James R. Brown (2011), "Opportunism in Brand Partnerships: Effects of Coercion and Relational Norms," Cornell Hospitality Quarterly, 52(4), 377-387.
- Dev, Chekitan S. and Glenn Withiam (2011), "Fresh Thinking About the Box," Cornell Hospitality Proceedings, 3(6), June.
- Sengupta, Aweek and Chekitan S. Dev (2011), "Service Innovation: Applying the 7-I Model to Improve Brand Positioning at the Taj Holiday Village Goa, India," Cornell Hospitality Quarterly, 52(1), 11-19. **Hospitality Research in Practice Award (Honorable Mention), Cornell Hospitality Research Summit, October 2010.**
- Dev, Chekitan S., John R. Bowen and John Buschman (2010), "Hospitality Marketing: A Retrospective Analysis (1960-2010) and Predictions (2010-2020)," Cornell Hospitality Quarterly, 51(4), 459-469.
- Dev, Chekitan S., John H. Thomas, John Buschman and Eric Anderson (2010), "Brand Rights and Hotel Management Agreements: Lessons from Ritz-Carlton Bali's Lawsuit Against The Ritz-Carlton Hotel Company," Cornell Hospitality Quarterly, 51(2), 215-230.
- Dev, Chekitan S., James R. Brown and Jody L. Crosno (2010), "Brand-Specific Investments, Intra-Brand Relationships and Performance in Hotel Firms," Cornell Hospitality Research Brief, 2(1), February, 3 pages.
- Dev, Chekitan S. (2009), "Branding Hotels," Cayuga Hospitality Review, 1(1).
- Zhou, Kevin Zheng, James R. Brown and Chekitan S. Dev (2009), "Balancing Market Orientation, Competitive Advantage, and Performance: A Demand-Based Perspective," Journal of Business Research, 62(11), 1063-1070.
- Brown, James R., Jody L. Crosno and Chekitan S. Dev (2009), "The Effects of Transaction-Specific Investments in Marketing Channels: The Moderating Role of Relational Norms," Journal of Marketing Theory and Practice, 17(4), 317-333.
- Dev Chekitan S. and William E. Barnett, (2009), "Marketing A Tourism Destination Brand in the Off Season on a Limited Budget," HSMIAI Marketing Review, June, 28-33, 34.
- Dev, Chekitan S. and Elizabeth Blau (2009), "Crisis Creates Common-Sense Opportunities for Operators," Nation's Restaurant News, p 21 & 27. **Reprinted in Washington State's Restaurant Association Newsletter.**
- Dev, Chekitan S., Kevin Zheng Zhou, James R. Brown and Sanjeev Agarwal (2009), "Customer Orientation or Competitor Orientation: Which Marketing Strategy Has a Higher Payoff for Hotel Brands?" Cornell Hospitality Quarterly, 50 (1), 19-28. **Second Place, Best Paper Award for articles published in the Cornell Quarterly in 2009. Reprinted in Cornell Hotel School's Handbook of Applied Hospitality Strategy.**

**PUBLICATIONS (continued)**

- Brown, James R., Stephen Grzeskowiak and Chekitan S. Dev, (2009) "Using Influence Strategies to Reduce Marketing Channel Opportunism: The Moderating Effect of Relational Norms," Marketing Letters, 20 (2), 139-154.
- Applegate, Lynda, Gabriele Piccoli and Chekitan Dev (2008), "Hilton Hotels: Brand Differentiation through Customer Relationship Management," Harvard Business School Case 809-029. **Rated a "Most Popular" (bestseller) case by HBS based on number of cases sold worldwide.**
- Applegate, Lynda, Gabriele Piccoli and Chekitan Dev (2008), "Hilton Hotels: Brand Differentiation through Customer Relationship Management," Harvard Business School Teaching Note 809-030, Boston, MA: Harvard Business School Publishing.
- Dev, Chekitan S. (2008), "The Corporate Brand: Help or Hindrance?" Harvard Business Review, February, 49-53. **Translated into German and Spanish.**
- Dev, Chekitan S., Sanjeev Agarwal and Krishna Erramilli (2008), "Market Driven Hotel Brands: Linking Market Orientation, Innovation and Performance," FIU Review, 26(1), 1-9. **Lead Article.**
- Zhou, Kevin Zheng, Brown, James R., Chekitan S. Dev and Sanjeev Agarwal (2007), "The Effects of Customer and Competitor Orientations on Performance in Global Markets: A Contingency Analysis," Journal of International Business Studies 38, 308-319.
- Brown, James R. and Chekitan S. Dev, (2007) "The Performance Effects of Close Relationships in Marketing Channels: Norms, Specific Investments, and Opportunism," in Flexible Marketing in an Unpredictable World, Proceedings of the 36<sup>th</sup> Conference of the European Marketing Academy, (Reykjavik, Iceland: Reykjavik University), p. 106.
- Dev, Chekitan S. and Laure Mougeot Stroock (2007), "Rosewood Hotels and Resorts: Branding to Increase Customer Profitability and Lifetime Value," Harvard Business School Teaching Note 2088, Boston, MA: Harvard Business School Publishing.
- Dev, Chekitan S. and Laure Mougeot Stroock (2007), "Rosewood Hotels and Resorts: Branding to Increase Customer Profitability and Lifetime Value," Harvard Business Review Case 2087. **Rated a "Most Popular" (bestseller) case by HBS based on number of cases sold worldwide.**
- Dev, Chekitan S., James R. Brown and Kevin Zheng Zhou (2007), "Global Brand Expansion: How to Select a Market Entry Strategy," Cornell Quarterly, 48(1), 13-27.
- Frei, Frances, Chekitan S. Dev and Laure Mougeot Stroock (2007), "Westin Hotels and Resorts: Operations of a Lifestyle Experience," Harvard Business School Case 607-129. **Named a bestselling case by the European Case Clearing House in 2010.**
- Feickert, Julie, Rohit Verma, Gerhard Plaschka, and Chekitan S. Dev (2006), "Safeguarding Your Customers: The Guest's View of Hotel Security," Cornell Quarterly, 47(3), 224-244.
- Dev, Chekitan S. (2006), "Carnival Cruise Lines: Charting A New Brand Course," Cornell Quarterly, 47(3), 1-8. **Reprinted on Entrepreneur.com.**



**PUBLICATIONS (continued)**

- Victorino, Liana, Rohit Verma, Gerhard Plaschka and Chekitan Dev (2005), "Service Innovation and Customer Choices in the Hospitality Industry, Managing Service Quality, 15(6), 555-576. **Selected for inclusion in Emerald Publishing's Reading List Assist.**
- Dev, Chekitan S. and Don E. Schultz (2005), "In the Mix," Marketing Management, 14(1), 18-24. **Reprinted in Market Leader (UK), summer 2005, pp.18-22.**
- Brown, James R., Stephen Grzeskowiak and Chekitan S. Dev, (2005) "The Safeguarding Role of Influence in Marketing Channels: The Moderating Effect of Relational Norms." Proceedings of the World Marketing Conference, Muenster, Germany.
- Dev, Chekitan S. and Don E. Schultz (2005), "Simply SIVA," Marketing Management, 14(2), 36-41.
- Akerhielm, Peter, Chekitan S. Dev and Malcolm A. Noden (2003) Brand Europe: European Integration and Tourism Development," Cornell Quarterly, 44 (5&6): 88-93.
- Brown, James R., Chekitan S. Dev and Zheng Zhou (2003) "Broadening the Foreign Market Entry Mode Decision: Separating Ownership and Control," Journal of International Business Studies 34(5): 473.
- Agarwal, Sanjeev, M. Krishna Erramilli and Chekitan S. Dev (2003), "Market Orientation and Performance in Service Firms: Role of Innovation," Journal of Services Marketing, 17(1), 68-82.
- Salas, Tania and Chekitan S. Dev (2003), "Brands That Do Good Also Do Well," HSMIAI Marketing Review, 20(3), 40-43.
- Susskind, Alex M., Mark A. Bonn and Chekitan S. Dev (2003), "To Look or Book: An Examination of Consumer's Apprehension Toward Internet Use," Journal of Travel Research, 41 (3), 256-264.
- Verma, Rohit, Gerhard Plaschka, Chekitan S. Dev and Amita Verma (2002), "What Today's Travelers Want When They Select a Hotel," HSMIAI Marketing Review, Fall, 20-23.
- Dev, Chekitan S., M. Krishna Erramilli and Sanjeev Agarwal (2002), "Brands Across Borders: Choosing Between Franchising and Management Contracts for Entering International Markets," Cornell Quarterly, 43(6): 91-104. **Selected for inclusion in Multinational Enterprise Theory edited by John Daniels and Jeffrey Krug, 2007.**
- Jiang, Weizhong, Chekitan S. Dev and Vithala R. Rao (2002), "Brand Extension and Customer Loyalty: Evidence from the Lodging Industry," Cornell Quarterly, 43 (4): 5-16.
- Erramilli, M. Krishna, Sanjeev Agarwal and Chekitan S. Dev (2002), "Choice Between Non-Equity Entry Modes: An Organizational Capability Perspective," Journal of International Business Studies, 33 (2): 223-242.
- Prasad, Keshav, and Chekitan S. Dev (2002), "Model Estimates Financial Impact of Guest Satisfaction," Hotel & Motel Management, August, 23.

**PUBLICATIONS (continued)**

- Sinha, Praveen, Chekitan S. Dev and Tania Salas (2002), "The Relationship Between Corporate Social Responsibility and Profitability of Hospitality Firms: Do Firms That Do Good Also Do Well?" Cornell Center for Hospitality Research Working Paper, January.
- Dev, Chekitan S. (2000), "Cyberbranding," Business 2.0, August, 131.
- Gruner, Axel, and Chekitan S. Dev (2000), "Globale Marketing Trends und seine Auswirkungen auf die Hotellerie (Global Marketing Trends and their Influence on the Hospitality Industry)," Tourismus Jahrbuch (Yearbook of Tourism), Munich: FBV Medien-Verlags GmbH, 140-153.
- Dev, Chekitan S., James R. Brown and Dong-Jin Lee (2000), "Managing Marketing Relationships: Making Sure Everyone Plays on the Team," Cornell Quarterly, 41(4), 10-20.
- Prasad, Keshav and Chekitan S. Dev (2000) "Managing Hotel Brand Equity: A Customer-centric Framework for Assessing Performance," Cornell Quarterly, 41(3), 22-31.
- Dev, Chekitan and Michael D. Olsen (2000) "Marketing the Caribbean in the 21<sup>st</sup> Century: A Stakeholder Study," HSMIA Marketing Review, 17(1), 46-49.
- Brown, James B., Chekitan S. Dev and Zheng Zhou (2000), "Foreign Market Entry Modes in the Hotel Industry: Toward a Deeper Understanding," in Jaqueline Pels and David W. Stewart (eds.), Marketing in a Global Economy, Chicago: American Marketing Association, 116-117.
- Brown, James R. and Chekitan S. Dev (2000), "Improving Productivity in a Service Business: Evidence from the Hotel Industry," Journal of Service Research, 2(4), 339-354.
- Brown, James R., Chekitan S. Dev and Dong-Jin Lee (2000), "Managing Marketing Channel Opportunism: The Efficacy of Alternative Governance Mechanisms," Journal of Marketing, 64(2), 51-65.  
**Received the 2001 Cornell Hotel School Faculty Research Award (2<sup>nd</sup> prize) and the 2001 W. Bradford Wiley Memorial Research Award from CHRIE.**
- Dev, Chekitan and Michael D. Olsen (2000) "Marketing Challenges in the Next Decade," Cornell Quarterly, 41(1), 41-47. **Reprinted in Hotel & Restaurant (South Africa), June 2000, 3-9.**
- Brown, James R. and Chekitan S. Dev (1999) "Looking Beyond RevPAR: Productivity Consequences of Hotel Strategies," Cornell Quarterly, 40(2), 23-33. **Reprinted in Cornell Hotel School's Handbook of Applied Hospitality Strategy.**
- Dev, Chekitan (1998), "The Revolution in Marketing Rules: From Mass Marketing to One-to-One," IH & RA Annual World Congress Report, Paris, France: The International Hotel & Restaurant Association.
- Brown, James R., and Chekitan S. Dev, (1997), "The Franchisor-Franchisee Relationship: A Key to Franchise Performance," Cornell Quarterly, 38(6), 30-38. **Selected for inclusion in Cornell University Research Highlights Annual Report 1997-1998.**

**PUBLICATIONS (continued)**

- Klein, Saul and Chekitan S. Dev (1997), "Partner Selection in Market-Driven Strategic Alliances," South African Journal of Business Management, 28(3), 97-104.
- Li, Mingfang and Chekitan S. Dev (1997), "Organization-Environment Relations: A Multidisciplinary Integration and Some Propositions," International Journal of Management, 14(1), 3-12.
- Dev, Chekitan S., Saul Klein and Reed A. Fisher, (1996), "A Market-Based Approach for Partner Selection in Marketing Alliances," Journal of Travel Research, 35(1), 11-17.
- Brown, James R., Chekitan S. Dev, John R. O'Malley and Dong-Jin Lee (1996), "Strategic Orientation: Its Impact on Relational Exchange in a Service Channel," Marketing Theory and Applications, Volume 7, Edward A. Blair and Wagner A. Kamakura (eds.), American Marketing Association: Chicago, IL, 333-339.
- Dev, Chekitan S., and James R. Brown (1995), "Measuring Environmental Uncertainty," International Review of Retail, Distribution and Consumer Research, 5(2), 219-247.
- Dev, Chekitan S., Michael S. Morgan and Stowe Shoemaker (1995), "A Positioning Analysis of Hotel Brands Based on Travel Manager Perceptions," Cornell Quarterly, 36(6), 48-55. **Selected for inclusion in T. Baum and R. Mudambi (eds.), Economic and Management Methods for Tourism and Hospitality Research, (1999) London: John Wiley, 85-97.**
- Dev, Chekitan S. and Saul Klein (1995), "Partner Selection in Market-Driven Strategic Alliances," Enhancing Knowledge Development in Marketing, Volume 6, Barbara B. Stern and George M. Zinkhan (eds.), American Marketing Association: Chicago, IL, 561-562.
- Brown, James R. and Chekitan S. Dev (1994), "Power and conflict in strategic marketing alliances: the moderating impact of relational norms and dependence," Cornell Center for Hospitality Research, Working Paper A94-019.
- Morgan, Michael S., and Chekitan S. Dev (1994b), "An Empirical Study of Brand Switching for a Retail Service," Journal of Retailing, 70(3), 267-282.
- Morgan, Michael S., and Chekitan S. Dev (1994a), "Defining Competitive Sets of Hotel Brands Through Analysis of Customer Brand Switching," Journal of Hospitality and Leisure Marketing, 2(2), 57-91.
- Dev, Chekitan S., and Saul Klein (1993), "Strategic Alliances in the Hotel Industry," Cornell Quarterly, 34(1), 42-45.
- Dev, Chekitan S. (1993), "Diez Principios de Mercadotecnia Hotelera (Ten Principles of Hotel Marketing)," Alta Hoteleria (Mexico), 3(13), 16-19.
- Ross, Barbara-Jean, Chekitan S. Dev and Kathleen M. Dennison (1993), "Carnival Cruise Lines," in Strategic Management Cases, D.W. Grigsby and M.J. Stahl (eds.), Boston, MA: PWS-Kent Publishing, 251-267. With Teaching Note.

**PUBLICATIONS (continued)**

- Murthy, BVSAN and Chekitan S. Dev (1993), "Average Daily Rate," VNR's Encyclopedia of Hospitality and Tourism, Mahmood Khan, Michael Olsen and Turgut Var (eds.), New York:Van Nostrand Reinhold, 447-452.
- Cunningham, Mark W., and Chekitan S. Dev (1992), "Strategic Marketing: A Lodging End Run," Cornell Quarterly, 33(4), 36-43. **Reprinted in Alimentos y Bebidas (Peru), 4(24), 1996, 34-39.**
- Dev, Chekitan S. (1991), "Experimenting with Experiential Learning," Cornell Undergraduate Education, 4(1), 4-6.
- Dev, Chekitan S., and James R. Brown (1991), "Franchising and Other Operating Arrangements in the Lodging Industry: A Strategic Comparison," Hospitality Research Journal, 14(3), 23-42. **Received the 1992 Van Nostrand Reinhold Research Award "in recognition of superior original published research in the hospitality field."**
- Dev, Chekitan S., and Bernard D. Ellis (1991), "Guest Histories: An Untapped Service Resource," Cornell Quarterly, 32 (2), 29-37. **Selected for inclusion in Information Systems for Managers, C.A. Dykman and C.R. Ruthstrom (eds.), St. Paul, MN: West Publishing, 1992, 67-71.**
- Dev, Chekitan S., and Robert C. Lewis (1991), "Ten Steps for Marketing Hotel F&B Outlets," Cornell Quarterly, 32(2), 24-25.
- Dev, Chekitan S., and James R. Brown (1990), "Marketing Strategy, Vertical Structure, and Performance in the Lodging Industry: A Contingency Approach," International Journal of Hospitality Management, 9(3), 269-282.
- Dev, Chekitan S. (1990a), "Measuring the Value of Experiential Learning," Cornell Quarterly, 31(2), 105-107.
- Dev, Chekitan S. (1990b), "Marketing Practices of Hotel Chains," Cornell Quarterly, 31(3), 54-63. **Selected for inclusion in Alta Hotelaria (Mexico), 3(17), 1994, 21-28; and Hotel Management Operations, D.G. Rutherford (ed.), NY: Van Nostrand Reinhold, 1994, 254-264.**
- Dev, Chekitan S., and Al Glanzberg (1990), "Serving the Individual Traveler: 'Biki' Oberoi," Cornell Quarterly, 31(2), 15-18.
- Dev, Chekitan S., Eliza C. Tse and Joseph J. West (Eds.) (1990), Strategic Management in the Hospitality Industry, a special issue of the International Journal of Hospitality Management, 9(3), 173-289.
- Akerhielm, Peter, Chekitan S. Dev and Malcolm A. Noden (1990), "Europe 1992: Neglecting the Tourism Opportunity," Cornell Quarterly, 31(1), 104-111. **Selected as a best article published in the Cornell Quarterly for the 1990-2000 period.**
- Stein, Timothy J., Chekitan S. Dev and Mary H. Tabacchi (1990), "Spas: Redefining the Market," Cornell Quarterly, 30(4), 46-52.

**PUBLICATIONS (continued)**

- Chandrasekar, Venkat and Chekitan S. Dev, (1989), "A Framework for Analyzing Technology and Structure in the Lodging Industry," International Journal of Hospitality Management, (8)3, 237-245.
- Dev, Chekitan S. (1989), "Operating Environment and Strategy: The Profitable Connection," Cornell Quarterly, 30(2), 9-13. **Reviewed by James L. Coen (1990) in National Productivity Review, 9(2), 239-240.**
- Dev, Chekitan S. and Samir Kuckreja (1989), "Tourism in India: Growth and Opportunity," Cornell Quarterly, 30(2), 71-75.
- Dev, Chekitan S. and James R. Brown (1989), "Franchising and Other Operating Arrangements in the Lodging Industry: A Strategic Comparison," in James R. Brown (ed.), Society of Franchising Conference Proceedings, Lincoln, NE: International Center for Franchise Studies, 78-111.
- Dev, Chekitan S. and Janet E. Hubbard (1989), "A Strategic Analysis of the Lodging Industry," Cornell Quarterly, 30(1), 19-23.
- Dev, Chekitan S. and Michael D. Olsen (1989b), "Applying Role Theory in Developing a Framework for the Management of Customer Interactions in Hospitality Businesses," International Journal of Hospitality Management, 8(1), 19-33.
- Dev, Chekitan S. and Michael D. Olsen (1989a), "Environmental Uncertainty, Business Strategy, and Financial Performance: An Empirical Study of the Lodging Industry," Hospitality Research Journal, 3(2), 171-186.
- Kuckreja, Samir and Chekitan S. Dev (1989), "New Delhi's Luxury Hotels," Cornell Quarterly, 30(2), 76-80.
- Lewis, Robert C., and Chekitan S. Dev (1989), Instructor's Manual for Cases in Hospitality Marketing and Management, New York, NY: John Wiley, 182 pages.
- Dev, Chekitan S. and Larry D. Alexander (1988), "McDonald's Corporation," in Cases in Strategic Management, A.J. Strickland and A.A. Thompson (eds.), Plano, TX: Business Publications, 162-181. With Teaching Note.
- Adu-Kwansa, Francis, Chekitan S. Dev, Nor Khomar Ishak, Mary Kay Meyer, Michael D. Olsen, Regina Robichaud, Nazimudeen Saleem and Joseph J. West (1986), "An Analysis of Major Trends and Their Impact Potential Affecting the Hospitality Industry as Identified by the Method of Content Analysis," CHRIE Annual Conference Proceedings, 168-190.
- Dev, Chekitan S. (1986), "Major Trends in Marketing Management in the Hospitality Industry," in Virginia Hotel/Motel Facts and Figures Newsletter, Richmond, VA: Virginia Hotel and Motel Association.
- Olsen, Michael D., and Chekitan S. Dev (1986), "Training for Service--A Conceptual Approach," Proceedings of the International Training and Personnel Conference for the Hotel and Catering Industry, London, UK, 59-68.



**PRESENTATIONS**

- “International Business and International Development,” Cornell SC Johnson College of Business Panel, panelist, March 2022.
- “Diversity, Equity and Inclusion,” Hotel Ezra Cornell Panel, panel moderator, February 2022.
- “Marketing and Strategy: How To,” AstraZeneca, Regional Marketing Group, Chicago, IL, December 2021.
- “Global Hospitality Trends and Best Practices,” Cornell Hotel General Managers Program, January and June 2021.
- “Hospitality Brand Innovation,” Cornell Hotel School Professional Development Program, February 2021.
- “Hospitality Leadership in a VUCA World,” Hotel GMs Guild India, **Keynote Address**, June 2021.
- “The Impact of Third-Party Customer Acquisition Channels on Customer Relationships: Online Travel Agents (OTAs) in the Hotel Industry,” European Marketing Association Conference, Madrid, Spain, May 2021 (with A. Leszkiewicz, presenter, S. Sunder, and V. Kumar); Interactive Marketing Research Conference, London, UK, October-November, 2020 (with A. Leszkiewicz, presenter, S. Sunder, and V. Kumar); INFORMS Society for Marketing Science (ISMS) 41<sup>st</sup> Annual ISMS Marketing Science Conference, Rome, Italy, June 2019. (with S. Sunder, A. Leszkiewicz, presenter, and V. Kumar)
- “Future of Travel Tourism and Hospitality Industry: The Way Forward,” Federation of Indian Chambers of Commerce and Industry, **Distinguished Speaker**, Keynote Address, October 2020.
- “Challenges in Contemporary Hospitality Branding,” EdukCircle International Convention on Tourism and Hospitality, October 2020.
- “WTF (What The Future): Travel,” Ipsos Travel Panel, panelist, June 2020.
- “The Effects of Sharing Economy Firms on Traditional Markets: A Study of The Lodging Industry,” INFORMS Society for Marketing Science (ISMS) 42nd Annual Marketing Science Conference, Duke University, June 2020. (with Y.L. Tsai, presenter, and P. C. Chintagunta)
- “Rebirth of Hospitality, Travel and Tourism,” Creatives Around the World, panelist, May 2020.
- “Luxury Travel in The New World,” MilesAhead Panel, panelist, May 2020.
- “Marketing In A Crisis: What Should Hotels Do?” Leading Hotels of the World and Independent Lodging Congress, March 2020.
- “Do Dual-Branded Hotels Outperform Single-Branded Hotels?” Cornell Center for Hospitality Research Advisory Board Meeting, November 2019. (with E. Steiner, presenter)
- “Hospitality Branding Research,” NYU J.M. Tisch Center of Hospitality, New York, NY, October 2019.

**PRESENTATIONS (continued)**

“Global Trends: Profit from Change,” **Keynote**; “Women in Leadership Panel,” panel moderator; “Food & Beverage: Trends and Innovations Panel,” panel moderator; Global Hospitality Conclave, New Delhi, India, October 2019.

“5 Secrets of Successful Personal Branding,” Cornell Insider, posted on YouTube, June 2019.

“Brand Management: Analysis and Application,” Cornell Hotel School General Managers Program, January 2018, June 2018, January 2019.

“Strategic Hospitality Marketing,” Sands China Strategic International Leadership Programme, Ithaca, NY, October 2017, October 2018.

“Consumer and Mega Trends,” Ascend Hotel Collection (Choice Hotels International) Owners Meeting, **Keynote Address**, Detroit, MI, November 2017.

“Strategy,” Hilton Leadership Experience, McLean, VA, November 2017.

“Brand Loyalty Program Management: Practical and Profitable Insights from New Research,” Cornell Hospitality Research Summit, Ithaca, NY, October 2017. (with N. Brodsky and S. Sunder)

“Disruption: Lessons from Hospitality,” American Seniors Housing Association Executive Board Meeting, **Keynote Address**, Chicago, IL, September 2017.

“The Loyalty Paradox,” Taj Hotels US Advisory Board Meeting, San Francisco, CA, August 2017.

“Take Your Events to New Heights with Strategic Planning,” Professional Convention Management Association, Educational Conference, New York, New York, June 2017.

“Teaching With Case Studies,” Cornell Center for Teaching Excellence, 7th Annual Celebration of Teaching Excellence, Ithaca, NY, January 2017.

“Experience Branding,” Cornell Center for Hospitality Research, Experience Design Roundtable, panel moderator, Ithaca, NY, October 2016.

“Global Hospitality Marketing Trends: Profit from Change,” Greater Toronto Hotel Association, Leadership Development Program, Humber College, Toronto, Canada, April 2016, March 2017.

“Millennials: Who They Are, What They Want, and How to Win Them Over!” Morgans Hotel Group, General Managers Program, New York City, February 2016.

“Soft Brands: Brilliant or Bubble?” Independent Lodging Congress Panel, panelist, New York City, October 2015.

“Global Hospitality Branding Research,” Michigan State University School of Hospitality Business, Hilton Lecture Series XXV, **Featured Presenter**, East Lansing, MI, September 2014; Florida Gulf Coast University, Invited Faculty Seminar, Ft. Myers, FL, February 2015.

**PRESENTATIONS (continued)**

“Taking a Project from Idea to Publication” and “Future of Branding Research in Hospitality,” Virginia Tech Pamplin College of Business, Blacksburg, VA, September 2015.

“Growing the Service Brand” Oxford University Said Business School, Corporate Reputation Symposium, September 2014 (presented by M. Huang); The Service Science Section of INFORMS, San Francisco, CA, November 2014 (presented by M. Huang), **Best Paper Award (runner-up)**; Frontiers in Service Conference, San Jose, CA, July 2015 (with M.H. Huang, presenter).

“What Is A Brand Worth? An Interdisciplinary Research Odyssey,” 3<sup>rd</sup> Interdisciplinary Tourism Research Conference, Kadir Has University, Istanbul, Turkey, June 2014.

“The 21<sup>st</sup> Century Guest: Who She Is, What She Wants and How To Win Her Over!” **Keynote Speech**, University of Antwerp, Hotel Marketing Conference, Antwerp, Belgium, March 2014.

“Return on Service Amenities,” University of Pennsylvania Wharton School, Marketing Faculty Research Seminar, Philadelphia, January 2013 (presented by R. Rust); Marketing Science Conference, Istanbul, Turkey, July 2013 (presented by R. Rust); INFORMS, Minneapolis, MN, October 2013 (presented by R. Rust); Society for Consumer Psychology, Miami, FL, March 2014 (presented by R. Hamilton); Frontiers in Service Conference, Miami, FL, June 2014 (presented by R. Rust).

“Challenges of Web Marketing for the Hospitality and Tourism Industries” (**Keynote Address**) and “Marketing Trends and Best Practices for the Hospitality and Tourism Industries,” (Workshop), Be-Wizard Digital Marketing Conference, Rimini, Italy, March 2014.

“Tourism and Hospitality in India,” Harvard India Conference Panel, panel moderator, Harvard University, Cambridge, MA, February 2014.

“Global Hospitality Trends,” “Global Hospitality Best Practices” and “Strategic Planning,” LUX\* Resorts, Mauritius, January 2014.

“Strategic Planning,” Velwing Hospitality, Mauritius, January 2014.

“Challenges in Contemporary Hospitality Branding,” Unisource Strategic Branding Conference, Toronto, Canada, November 2013.

“Strategic Planning,” Velwing Aviation, Mauritius, July 2013.

“Building Brands with New Media,” **Keynote Address**, 3<sup>rd</sup> Hoteliers’ Conclave, Hotel Association of India, New Delhi, India, May 2013.

“Hospitality Marketing and Branding Research: Insights From a Specific Service Context,” University of Delaware, **Lerner Distinguished Lecture**, Newark, Delaware, March 2013.

“Global Hospitality MegaTrends,” MexHIC, HVS Hotel Investment Conference, Mexico City, February 2013.

**PRESENTATIONS (continued)**

“Marketing for Entrepreneurs” Entrepreneurship Bootcamp for Veterans with Disabilities, Cornell University, Ithaca, NY, October 2012, October 2013, October 2014, October 2015, October 2016.

“Global Trends and Best Practices,” The Park Hotels, New Delhi, India, August 2011.

“Global Trends and Best Practices,” Accor Hotels India, Gurgaon, India, August 2011.

“Strategic Action Planning,” Oberoi Hotels & Resorts, Mumbai, India, August 2011.

“Brand Strategy” and “Global Trends and Best Practices,” Leela Palaces, Hotels and Resorts, Mumbai, India, August 2011.

“Global Trends and Best Practices,” Taj Hotels, Resorts and Palaces, Mumbai, India, July 2011.

“What Is A Brand Worth?” Cornell Hospitality Brand Management Roundtable, Ithaca, NY, May 2011.

“Brand Value Study,” Cornell Center for Hospitality Research, Advisory Board Meeting, Ithaca, NY, April 2011.

“Global Hospitality Trends and Best Practices,” Rotana Hotels & Resorts, Abu Dhabi, January 2011.

“Strategic Marketing,” Abu Dhabi Tourism Association, Abu Dhabi, January 2011; International Tourism Association, Zagreb, Croatia, December 2010.

“Global Hospitality Trends and Best Practices,” Oberoi Hotels & Resorts, Gurgaon, India, November 2010.

“Total Brand Strategy,” The Park Hotels, Hyderabad, India, November 2010.

“Brand Integrity: Enhancing Your Most Valuable Asset,” Quaker Steak & Lube Annual Franchise Conference, Opening Address, Las Vegas, NV, October 2010.

“Brand Management: Practical and Profitable Insights From Two Decades of Research (1990-2010),” Cornell Hospitality Research Summit, Ithaca, NY, October 2010.

“Marketing Planning for Luxury Hotels and Resorts,” Leading Hotels of the World, Global Webinar, September 2010, March-April 2015.

“Marketing Planning,” Finger Lakes Tourism Association, Ithaca, NY, September 2009.

“Restaurant Trends: Insights from the Las Vegas Experience,” Hotel Ezra Cornell, Panel Moderator, Ithaca, NY, April 2009.

“Global Hospitality Trends: Profit from Change,” European Hospitality Technology Conference, **Keynote Address**, Amsterdam, Holland, February 2009.

**PRESENTATIONS (continued)**

“Millennials: Who They Are, What They Want, and How To Win Them Over!” European Hospitality Technology Conference, **Keynote Address**, Amsterdam, Holland, February 2009.

“How Can Hospitals Take Advantage of Hospitality Best Practices to Improve Patient Satisfaction and Loyalty?” Council on Hotel, Restaurant and Institutional Education, Annual Graduate Research Conference, Las Vegas, NV, January 2009. (with N. Khairuddin, presenter, M. Yeo, J. Areas, J. Buschman, and J. J. West)

“Can the Application of Hospitality Service Quality Practices Improve Client Retention Rates in Substance Abuse Outpatient Clinics?” Council on Hotel, Restaurant and Institutional Education (CHRIE), Annual Graduate Research Conference, Las Vegas, NV, January 2009. (with J. Buschman, presenter J. J. West, E. Wagner, and B. Hayden)

“Global Hospitality Marketing Trends: Profit From Change,” Cayuga Hospitality Associates Annual Conference, Williamsburg, Virginia, November 2008.

“Global Food & Beverage Trends,” Latin American Food & Beverage Summit, **Keynote Address**, Mexico City, October 2008.

“Managing Opportunism in Marketing Channels: The Role of Vertical Integration,” Erin Anderson B2B Research Conference, University of Pennsylvania, Wharton School of Business, Philadelphia, PA, October 2008. (with J. R. Brown, presenter)

“Lodging Management Research: What I Have Learned and Why It Matters,” Faculty Research Seminar, University of Denver, Daniels College of Business, Denver, CO, September 2008.

“Brand Management Research: What I Have Learned and Why It Matters,” Cayuga Hospitality Associates, Annual Conference, Williamsburg, Virginia, November 2007

“Global Food and Beverage Trends,” Jumeirah Hotels & Resorts Global Food and Beverage Conference, Keynote Address, Dubai, UAE, September 2007.

“Tourism MegaTrends,” sponsored by Finger Lakes Tourism Alliance, Cornell Institute for European Studies, Tompkins County Convention and Visitors Bureau, and the EU Commission to the U.S.A., Ithaca, NY, May 2007.

“Global Hospitality Trends,” Möevenpick Hotels & Resorts Global Annual Sales and Marketing Conference, **Keynote Address**, Amsterdam, Holland, January 2007.

“The Performance Effects of Close Relationships in Marketing Channels: Norms, Specific Investments, and Opportunism,” 36<sup>th</sup> Conference of the European Marketing Academy, (Reykjavik: Reykjavik University, Iceland), 2007. (with J. R. Brown, presenter)

“Conducting Quality Research: In Search of Theory Building for Hospitality,” Florida International University, Faculty Research Seminar, Miami, FL, October 2006.



**PRESENTATIONS (continued)**

“Tech-Innovations & Loyalty Programs in Hospitality Services: Do Customers Care?” Frontiers in Services Conference, Tempe, Arizona, October 2005. (with R. Verma, G. Plaschka and L. Victorino, presenter)

“Conducting Quality Research: In Search of Theory Building for Hospitality,” CHRIE Conference, Las Vegas, NV, July 2005.

“Tourism MegaTrends” (Keynote Address) and “The 21<sup>st</sup> Century Tourist” (Presentation), Aruba Hospitality and Tourism Conference, Oranjestad, Aruba, April 2005.

“Global Restaurant Trends,” InterContinental Hotels Group, F&B Council Meeting, Las Vegas, NV, March 2005.

“The Safeguarding Role of Influence in Marketing Channels: The Moderating Effect of Relational Norms,” World Marketing Congress, Meunster, Germany, February 2005. (with J. R. Brown and S. Grzeskowiak, presenters)

“Within-Informant Bias in Marketing Research,” American Marketing Association Winter Educators Conference, San Antonio, TX, February 2005. (by J. R. Brown, A. Kishen, and P. Kachroo)

“Global Hospitality Trends: Profit from The Big Picture,” Walt Disney World, Resort Leadership Team Meeting, Orlando, FL. January 2005.

“Understanding New Value Drivers for Hospitality Services,” Academy of Management Annual Conference, Seattle, WA, August 2003. (with R. Verma, presenter, G. Plaschka, and A. Verma)

“Brand Integrity,” International Association of Holiday Inns Owners Conferences, Atlanta, GA; Secaucus, NJ; Chicago, IL; San Francisco, CA; April-May, 2003.

“The 21<sup>st</sup> Century Resort Guest,” Walt Disney World, Resort Leadership Team Meeting, Orlando, FL. January 2003.

“The Hotel Industry: Battle of the Brands,” Harvard Business School, Marketing Faculty Research Seminar, Cambridge, MA, September 2002. (with K. Prasad)

“Trends in the Restaurant Industry: Profit from Change,” Restaurant Summit, New York, September 2002.

“Industry Analysis and Marketing Fundamentals,” Johnson Graduate School of Management, LEAD Summer Business Institute at Cornell University, Ithaca, NY, July 2002.

“Defining New Value Drivers in Hospitality Services,” Frontiers in Services Conference, Maastricht, Netherlands, June 27-29, 2002. (with R. Verma, A. Verma and G. Plaschka, presenter)

“The 21<sup>st</sup> Century Visitor,” Keynote Address, Tompkins County Tourism Summit, Ithaca, New York, 2001.

“Branding and the Vacation Ownership Industry,” American Resort Development Association Research Conference, Session Moderator, Ithaca, NY, Fall 2000.

**PRESENTATIONS (continued)**

“Determinants of Performance in Service Firms: A Comparison of Hotels in MDCs and LDCs” American Marketing Association Conference, Chicago, IL, August 2000. (with S. Agarwal and M. K. Erramilli, presenter).

“Foreign Market Entry Modes in the Hotel Industry: Toward a Deeper Understanding,” American Marketing Association International Conference, Buenos Aires, Argentina, July 2000. (with J. R. Brown and K.Z. Zhou, presenter)

“Guerilla Marketing for Hotels” and “Lifetime Value of the Customer,” European Hotel Managers Association Conference, Frankfurt, Germany, November 1999.

“The Growing Complexity of Customer Relationships,” Cornell Hotel Society, Chapter Meeting, Washington D.C., November 1999.

“Strategies for the New Millenium,” International Hotel & Restaurant Association Annual Congress, Durban, South Africa, October 1999. (with M. D. Olsen)

“Marketing the Caribbean in the 21<sup>st</sup> Century,” Caribbean Hotel Industry Conference, Nassau, Bahamas, June 1999. (with M. Olsen)

“7 Marketing Strategies for Surviving and Succeeding in the New Millenium,” National Restaurant Association Conference, Chicago, IL, May 1999.

“One to One: Marketing in the Interactive Age,” International Hotel & Restaurant Association Annual Congress, **Keynote Address**, Manila, Philippines, October 1998.

“Creative Problem Solving,” Association of Greek Tourist Enterprises Conference, Athens, Greece, February 1998. (with T. Simons)

“Visions of the Future,” Hospitality Sales & Marketing Association International Annual Conference, Atlanta, GA, March 1997.

“Strategies For The Next Millennium,” Cornell Hospitality Strategy Conference, Fort Lauderdale, FL, March 1997.

“Hospitality Partnering: Servicing Customers’ Needs,” Cornell Hospitality Strategy Conference, Fort Lauderdale, FL, March 1997 (with T. Storey).

“Marketing in the Year 2000 and Beyond,” International Hotel & Restaurant Association Annual Congress, October 1996, Mexico City.

“Strategic Alliances,” University of Buckingham School of Business, U.K., March 1996.

“Global Marketing Trends in Hospitality and Tourism,” Canisius College, Statler Hotel Management Program, Buffalo, NY, November 1996, 1995.

**PRESENTATIONS (continued)**

- "Strategy for Manpower Development in Tourism Sector," INVESTOUR '95, Confederation of Indian Industry, Jaipur, India, December 1995.
- "Partner Selection in Market-Driven Strategic Alliances," American Marketing Association Conference, July 1995, Washington, D.C. (with S. Klein).
- "Future of Hospitality Education," World Tourism Congress, Vienna, Austria, November 1994.
- "Leading Scholarship on Hotel Management," University of Surrey, U.K., May 1994.
- "Using Strategic Alliances for Business Development," TIMS/ORSA Joint National Meeting, April 1994, Boston, MA (with S. Klein).
- "Strategic Alliances in the Hospitality Industry," Cornell Hospitality Research Symposium, March 1993, Ithaca, New York (with S. Klein).
- "Direction Versus Drift: The Market Positioning of Hotel Chains to Travel Agents and Travel Managers," CHRIE Annual Conference, July 1992, Orlando, Florida (with M. Morgan and S. Shoemaker).
- "An Investigation of Brand Switching Covariates of Lodging Services," Services Marketing Conference, March 1992, Nashville, Tennessee (with M. Morgan).
- "International Hotel Management," Society of Minority Hoteliers Conference, Ithaca, New York, 1992.
- "Organization-Environment Relations: A Multidisciplinary Integration," Western Academy of Management Meeting, March 1991, Santa Barbara, California (with M. Lee).
- "Carnival Cruise Lines," North American Case Research Association Annual Meeting, November 1990, Orlando, Florida.
- "An Empirical Investigation of the Marketing Planning Practices of America's Largest Hotel Chains," CHRIE Annual Conference, August 1990, Washington D.C.
- "Environmental Uncertainty, Business Strategy, and Financial Performance: An Empirical Study of the U.S. Lodging Industry," CHRIE Annual Conference, August 1989, Las Vegas, Nevada (with M.D. Olsen).
- "Franchising and Other Operating Arrangements in the Lodging Industry: A Strategic Comparison," Society of Franchising Annual Conference, January 1989, Bal Harbor, Florida (with J. Brown).
- "The International Hospitality Industry: Global Strategy for the 1990's," Hospitality Trends Conference, May 1989, Blacksburg, Virginia.
- "Hospitality Research Issues and Methodological Approaches," International Academy of Hospitality Research Annual Conference, November 1989, Blacksburg, Virginia (with R. Lewis)

**PRESENTATIONS (continued)**

"Environmental Uncertainty, Business Strategy and Financial Performance: An Exploratory Study of the Lodging Industry," Graduate Research Symposium, November 1987, Virginia Polytechnic Institute and State University, Blacksburg, Virginia.

"A Framework for the Analysis of Environmental Influences on Organizational Performance: Implications for Strategy and Policy Instruction in Hospitality Businesses," CHRIE Annual Conference, March 1987, Boston, Massachusetts.

"Toward a Framework for Analyzing Technology and Structure in the Lodging Industry," World Hospitality Congress, March 1987, Boston, Massachusetts (with V. Chandrasekar)

"Applying Role Theory in Developing A Framework for the Management of Customer Interactions in Hospitality Businesses," World Hospitality Congress, March 1987, Boston, Massachusetts (with M. D. Olsen).

"An Analysis of Major Trends and Their Impact Potential Affecting the Hospitality Industry as Identified by the Method of Content Analysis," CHRIE Annual Conference, August 1986, Boston, Massachusetts (with F. Adu-Kwansa, N. Ishak, M. D. Olsen, R. Robichaud, N. Saleem, and J.J. West).

"Training for Service-A Conceptual Approach," International Training and Personnel Conference for the Hotel and Catering Industry, March 1986, London, UK (with M. D. Olsen).

**RESEARCH GRANTS**

"A multimethod and longitudinal examination of diversity and firm performance," Cornell Institute for Social Sciences, 2019. (with J. Perry)

"A Study of Amenity Use in Hotels," Cornell Center for Hospitality Research Grant, 2017.

"Consumer Response to the 'Social Couponing' Phenomenon in the Hospitality Industry," Nanyang Technological University Institute on Asian Consumer Insight, 2012. (with S. Kimes)

"A Global Study of Emerging Marketing Channels in Hospitality: The 'Social Couponing' Phenomenon," Cornell Center for Hospitality Research, 2011. (with G. Piccoli)

"Using Groupon As A Business Development Tool For Hospitality-Related Businesses: A Tour and Travel Case Study," Cornell Center for Hospitality Research, 2011.

"Brand Value," Cornell Center for Hospitality Research, 2010.

"Team Diversity and Financial Decision Making," Cornell Institute for Social Sciences, 2009. (with V. Bogan and D. Just)

"Rosewood Hotels & Resorts" Harvard Business School, Case Research Grant, 2007.

**RESEARCH GRANTS (continued)**

"Getting To Know Europe," European Union, Sponsored by Cornell Institute for European Studies, 2007, Advisor.

"Brand Management in the Lodging Industry," Cornell Hotel School, Competitive Summer Research Grants, 1998-2005, 2007.

"Brand Conversion Study," Asian American Hotel Owners Association, 2004.

"Defining Value Drivers," Competitive Research Grant, Hospitality Sales and Marketing Association International (HSMIAI), 2001 (with R. Verma and G. Plaschka).

"Choice of Foreign-Market Entry Modes by Firms in the Lodging Industry: A Transaction-Cost Perspective," Competitive Summer Research Grants, Cornell Hotel School, 1996-1997.

"Strategic Alliances In The Lodging Industry," Competitive Summer Research Grants, Cornell Hotel School, 1993-95.

"Applied Marketing Education," A Competitive Faculty Education Grant, Hatfield Fund, 1992.

"Sociodemographic, Usage, Attitudinal and Situational Covariates of Brand Switching and Repeat Purchase Behavior in the U.S. Lodging Industry," Competitive Summer Research Grant, Cornell Hotel School, 1992 (with M. Morgan).

"Using Consumer Purchase Data to Define Lodging Market Structure and Strategies," Cornell Hotel School, Competitive Summer Research Grant, 1991. (with M. Morgan)

"Marketing Opportunities and Customer Information Files: A Study of How Hotels Use Their Guest History Information," Cornell Hotel School, Competitive Summer Research Grant, 1990.

"Teaching Marketing Through A Community Service Oriented Experiential Approach," A Competitive Faculty Education Research Grant, Sears Roebuck Foundation, 1990.

An Equipment Grant to Support Teaching & Research, IBM, 1989.

"An Investigation Into the Marketing Planning Practices of Lodging Organizations," Cornell University School of Hotel Administration, Competitive Summer Research Grant, 1989.

"Environmental Uncertainty, Business Strategy, and Financial Performance: A Study of the Lodging Industry," Virginia Tech, Competitive Doctoral Research Grant, 1988.

"Pre-opening Investment Study," American Hotel & Motel Association, 1986. (with M. Evans.)



**SERVICE**Service to Cornell University/SC Johnson College of Business/School of Hotel Administration (SHA):

Cornell University Appeals Panel, 2020-2021  
 Cornell University Faculty Advisory Committee on Tenure Appointments, 2009-2010, 2011-2012  
 Cornell University Committee on Academic Freedom and Professional Status of Faculty, 2009-2010  
 Cornell University Faculty Diversity Institute, Steering Committee, 2008  
 Cornell University Institute for European Studies, Steering Committee, 2006-2007, 2008-2010  
 Cornell University Faculty Senate, 2000-2002  
 Cornell University Faculty Advisor, Bulgarian Students Association, 1993-1995  
 Cornell SC Johnson College of Business, Ithaca-New York City Integration Task Force, 2017  
 Cornell SC Johnson College of Business, Professor of the Practice Migration Ad Hoc Committee, 2017  
 Cornell SC Johnson College of Business, Vision Mission Values Task Force, 2016  
 Johnson Graduate School of Management, Marketing Symposium, Session Chair, 2006  
 Johnson Graduate School of Management, Promotion & Tenure Review Committee (Ad Hoc), 2000  
 SHA Faculty Search Committees, 1989-1990, 1995, 1997-2000, Chair 1996-97, Chair 2001-2002, 2020-2022  
 SHA Tenure, Promotion, Reappointment Committees, 1996-2021 (Chaired over a dozen committees)  
 SHA Faculty Policy Committee, 1993-1994, 2012-2020, 2021  
 SHA Marketing Concentration Advisor 2018-2022  
 SHA Dean's Advisory Committee on Teaching Awards, 2019-2020  
 SHA Visual Imagery Task Force, 2018-2019  
 SHA Undergraduate Curriculum Committee, 2017; Graduate Committee, 1990-1993, 2017-2018  
 SHA Models of Business Excellence Presentations: Feedback Provider, 2016; Judge 2019  
 SHA Undergraduate Admissions Interview Team, 1990-1991, 1994, 1997-2002, 2003-2004, 2005-2006  
 SHA MPS/MMH Admissions Committee, 1991-1992, 1995-1996, 2003-2005, 2008-2010  
 SHA Faculty Advisor, Hotel Ezra Cornell, 1997-2001  
 SHA Faculty Retreat Subgroup on Learning Content and Methodologies, 1999-2000  
 SHA MMH Career Track in Marketing and Information Systems, Chair, 2005-2007  
 SHA Career Services Office, MMH Workshops, Presenter, 1999, 2000, 2001, 2002, 2003, 2004  
 SHA Cornell Hospitality Conference Strategic Excellence Award Committee, 1997-2000  
 SHA Coordinator, MMH 2<sup>nd</sup> Semester Project, 1998-1999  
 SHA Research Committee, 1989-1995, 1996-1998  
 SHA Executive MMH Committee (Ad-Hoc), Chair, 1998  
 SHA Drown Prize Committee, 1996-1997  
 SHA Area Representative, Marketing and Tourism, 1996-1997  
 SHA Presenter, Freshman Orientation, 1990, 1993, 1994, 2008  
 SHA Faculty Advisor/Presenter, Cornell International Hoteliers Association, 1990-1992  
 SHA Academic Integrity Hearing Board, 1990-1991  
 SHA Management Intern Program Committee, 1989-1991  
 SHA Faculty Advisor, Hotel Sales and Marketing Association, 1989-1991

Service to the Academy:

Editorial Board: International Hospitality Review (formerly FIU Review), 1999-2011, 2017-  
Managing Service Quality, 2001-2014  
Cornell Hospitality Quarterly, 1993-2000  
Journal of Hospitality Marketing and Management, 1990-2008  
Journal of Foodservice Business Research, 1990-2001  
Journal of Vacation Marketing, 1994-2004  
Journal of Hospitality and Tourism Research (JHTR), 1993-2000

**SERVICE (continued)**

Ad-Hoc Reviewer: Cornell Center for Hospitality Research Reports  
Journal of Retailing  
Journal of Service Research  
Cornell Hospitality Quarterly  
International Journal of Hospitality Management  
Tourism Management  
 CHRIE Annual Conference  
 Van Nostrand Reinhold Publishers  
 John Wiley and Sons Publishers

Series Editor: Cornell University Press, Hospitality Management Best Practices, 2012-  
 Publications Editor: International Journal of Hospitality Management, 1989-1992  
 Guest Editor: International Journal of Hospitality Management, 1990  
 Session Chair: CHRIE Annual Conference, 1994  
 International Seminars on Tourism Development, 1992

CHRIE Committees: JHTR, Best Paper Award Committee, 2000  
 CHRIE Strategic Planning Committee, Member, 1988-1992, Co-Chair, 1990-1992

Awards Committee: University of Delaware Michael D. Olsen Research Award, 2006-  
 Tenure & Promotion: University of Hawaii, University of Massachusetts, University of New Hampshire,  
 Hong Kong Polytechnic University, University of Missouri

Service to the Community (pro bono):

Entrepreneurship Bootcamp for Veterans with Disabilities, 2012, 2013, 2014, 2015, 2016  
 Global Hospitality Conclave, Organizing Committee, 2013, 2014, 2016, 2017  
 Keynote Speaker/Workshop Leader, Finger Lakes Tourism Association, 1990, 2009, 2015  
 Session Facilitator, Ithaca/Tompkins County Convention & Visitors Bureau, 2006  
 American Hotel & Lodging Association Chairman's Blue-Ribbon Marketing Task Force, 1999-2001  
 Keynote Speaker, Ithaca/Tompkins County Convention & Visitors Bureau, 2001  
 International Hotel and Restaurant Association, Research Advisory Group, 1997-2001  
 American Hotel & Motel Association, Marketing Committee, 1991-1995  
 Member, Tompkins Tourism Marketing Committee, 2009-2014  
 Co-chair Fundraising Committee, Ithaca Montessori School, 2003  
 Member Board of Directors, Ithaca Montessori School, 2001-2002  
 Small Business Resource, Tompkins County Chamber of Commerce, 1995-Present  
 Member Board of Directors, Student Agencies Inc., 1990-1995  
 Keynote Speaker, Rotary International Regional Meeting, 1992

**RESEARCH SUPERVISION**

Doctoral Dissertation: Yi-Lin Tsai (University of Chicago), Weizhong Jiang (Cornell Consumer Economics), Giriraj Jогaratnam (Virginia Tech), Reed A. Fisher, Chair (Cornell Hotel School).

Monograph/Independent Study/Research: Barbara Jean Ross, Kathleen Dennison, Sofi Choi, Jonah Goodheart, Diane Walton, Sean Smatt, Michael Davis, Irma Salas, Toshio Kobayashi, Alice Segovia, Bernard Ellis, Wilke See-Tho, David Taylor, Susan Aberman, Toni Knorr, Christina Mogan, Hiromi Yanagisawa, Jason Goldman, Aveek Sengupta, Prateek Kumar.

**HOSPITALITY INDUSTRY ENGAGEMENT**North America and Caribbean

ACCOR, North America  
 Alta Hotelaria, Mexico City  
 American Seniors Housing Association, Washington DC  
 Aruba Hospitality and Tourism Association  
 AstraZeneca, Lung Cancer Group, Chicago, IL  
 Atlantis Paradise Island, Bahamas  
 Breeden Capital Partners, Washington D.C.  
 Brighthouse Ideation Company, Atlanta, Georgia  
 Bryant Park Hotel, New York, NY/Lazer, Aptheker, Rosella and Yedid, New York, NY  
 Cambridge Beaches Resort and Spa, Bermuda  
 Cannon Point Condominiums, Lake George, NY  
 Carillon Resort, Miami, FL/Stearns Weaver, Miami, FL/Stroock, Miami, FL/Pardo Jackson, Miami, FL  
 Caribbean Hotel Association, San Juan, Puerto Rico  
 Centro Empresarial Gastronómico Hotelero (CEGAHO), Mexico City  
 CheckedIn.club  
 Choice Hotel Group, Silver Springs, MD  
 Citizens for Responsibility and Ethics in Washington (CREW)/Attorneys General of Maryland and DC  
 Cityfront Hotel Associates/Westin Times Square NY/Pyor Cashman NY/Capital Legal, Washington DC  
 Club Managers Association of America  
 Congress Capacitacion Ejecutiva, Mexico City  
 Cornell Hotel School, General Managers Program  
 Cornell Hotel School, Professional Development Program, Ithaca, NY  
 Cornell Hotel School, Professional Development Program, New York, NY  
 Cornell School of Industrial and Labor Relations, Ithaca, NY/Pearson Publishing  
 Crystal Cruises, Los Angeles, CA  
 Deloitte Consulting  
 Deutsch Advertising, New York, NY  
 DiningFever.com  
 Dolce Conference Centers, Toronto, Canada  
 Doubletree Hotel Monterrey, CA/Custom House Hotel, Phoenix, AZ/Snell & Wilmer, Phoenix, AZ  
 Equinox Hotels/Related Companies/Kirkland Ellis, New York, NY  
 Ernst & Young, Washington D.C.  
 Expedia/Jones Day, Dallas, TX  
 Fairmont Sonoma Mission Inn, CA/Sherman & Howard, Colorado Springs, CO  
 Fine Hotels, Boston, MA/Mette, Evans & Woodside, Harrisburg, PA  
 Fisher Hotels, New York, New York  
 Fortress Investment Group (owned by SoftBank), New York, NY  
 French Culinary Institute, New York, NY  
 Glendorn Estates, Bradford, PA  
 Grand Canyon Skywalk Development., Las Vegas, NV/Greenberg Traurig  
 Grupo Posadas, Mexico  
 Highfields Capital, Boston, MA/Rolnick Kramer Sadighi  
 Hilton Atlanta Hotel/Williams and Connolly, Washington D.C.  
 Hilton Worldwide, McLean, VA  
 Hilton Hotels Corporation, Beverly Hills, CA/Latham & Watkins, Washington D.C.  
 Hilton San Francisco/Seyfarth & Shaw

**HOSPITALITY INDUSTRY ENGAGEMENT (continued)**North America and Caribbean (continued)

Holiday Hospitality, Atlanta, GA/Hunton & Williams, Virginia Beach, VA  
Hospitality Sales and Marketing Association International, Washington D.C.  
Hospitality Finance and Technology Professionals (HFTP)  
Hotel Information Systems, Washington, D.C.  
Hotel Management Group, Orlando, FL  
Hyatt Hotel Corporation, Chicago/Willenken Wilson, LA/Crowell & Moring, DC/Meyer Brown, Chicago  
IBM, USA  
IBM, Mexico  
Icahn Automotive Group/ Pep Boys/Morgan Lewis & Bockius, Los Angeles, CA  
IDEO/Ford Motor Company/Greenfieldlabs.com  
Innisfree Hotels/Baron & Budd, Dallas, TX  
Intercontinental Hotels Group, Atlanta, GA  
International Association of Amusement Parks and Attractions, Washington D.C.  
International Association of Assembly Managers  
International Association of Holiday Inns, Atlanta, GA  
Jamaica Promotions Corporation, Kingston, Jamaica  
JP Morgan Chase/Morgan, Lewis & Bockius, Irvine, CA  
Landor Associates, New York, NY  
Leading Hotels of the World, New York, NY  
Loews Annapolis Hotel/Gagliardo & Zipin, Silver Spring, MD  
Longwood Events, Boston, MA/Nystrom, Beckman & Paris, Boston, MA  
M Waikiki, Honolulu, HI/Waikiki EDITION Hotel/Bickel & Brewer, Dallas, TX  
Maritz Wolff/Four Seasons Aviara San Diego, CA/Bickel & Brewer, Dallas, TX  
Marriott International, Washington D.C./Crowell and Mooring, Washington DC  
McDonald's USA/Jones Day, New York, NY  
Mercer Consulting  
MGM Resorts/Howrey/Jones Day/Greenberg Traurig, Las Vegas, NV  
Michael D. Olsen and Associates, Blacksburg, VA  
Morgans Hotel Group  
MyPanini.com  
National Business Travel Association, Washington, D.C.  
National Restaurant Association, Chicago, IL  
Northhighland, GA  
Ohio State University, Hospitality Services Group, Columbus, OH  
On Command Video/Morrison & Foerster, Palo Alto, CA  
Orbitz/McDermott Will & Emery, Chicago, IL  
Paradise Vacations, Maui, HI/Rush Moore, Honolulu, HI  
Pinnacle Entertainment, Las Vegas, NV  
Priceline/Skadden Arps Slate Meagher & Flom, Houston, TX  
Professional Convention Management Association (PCMA), New York, NY  
PURE Global, Pulaski, NY  
Quaker Steak & Lube, Sharon, PA  
Ritz-Carlton Destination Club Owners in Aspen, San Francisco and Lake Tahoe  
Rosewood Hotels & Resorts, Dallas, TX  
Salesforce.com  
Select Restaurant Company, Cleveland, OH/Hillyer & Irwin, San Diego, CA

**HOSPITALITY INDUSTRY ENGAGEMENT (continued)**North America and Caribbean (continued)

Sageview Capital, Palo Alto, CA  
 Silver Dollar City, Branson, MO  
 Spirit Cruises, USA  
 Starwood Hotels & Resorts, Stamford, CT  
 Stash Hotel Rewards, Palo Alto, CA/Yetter Coleman, Houston, TX  
 The Breakers Palm Beach, FL  
 The Carlyle Hotel, New York, NY  
 The Picerne Group (TPG)/McKool Smith, Los Angeles, CA  
 Thornfield Conference Center, Cazenovia, New York  
 Tishman Realty, Chicago, IL/ Morgan, Lewis & Bockius, New York, NY  
 Travelocity/Kelly Hart & Hallman, Houston, TX  
 Ty Warner Hotels and Resorts/Four Seasons Hotel New York/Scandaglia Ryan, Chicago, IL  
 Universidad Iberoamericana, Mexico City, Mexico  
 Vornado/Crowne Plaza Hotel New York/Pryor Cashman, New York, NY  
 Walt Disney World Resorts, Orlando, FL  
 Willis, Stein & Partners, Chicago, IL  
 Westin Hotels and Resorts, Seattle, WA  
 Westmont Hospitality Group, Toronto, Canada  
 Whole Foods Market of California, Los Angeles, CA/Shepherd Mullin, Los Angeles, CA  
 World Trade Institute, New York, NY  
 Wyndham Hotel Group, Parsippany, NJ/Kirkland & Ellis, Washington DC/DLA Piper, NJ

South America

Brazil Hotel Association/SENAC, Sao Paulo, Brazil  
 ExpoGourmand, Santiago, Chile  
 InterHotel, Asuncion, Paraguay

Europe

AESP (Spanish Association of Amusement Parks and Attractions), Madrid, Spain  
 Association of Greek Tourist Enterprises, Athens, Greece  
 Athens Laboratory of Business Administration, Greece  
 Austrian Department of Tourism, Vienna, Austria  
 Bain & Co., Spain  
 Centre International de Glion, Bulle, Switzerland  
 Chandris Hotels, Athens, Greece  
 Cornell Hotel School, Professional Development Program, Brussels, Belgium  
 Cornell Hotel Society, European Chapter  
 DeVere Hotels and Resorts, UK  
 European Hotel Managers Association, Frankfurt, Germany  
 European Hospitality Technology Conference, Amsterdam, The Netherlands  
 Failte (Irish Hotel Association), Ireland  
 Fiera di Rimini, Rimini, Italy  
 Haaga Institute, Helsinki, Finland  
 Horwath Consulting, Vienna, Austria  
 Hotel Ritz Paris/Mohamed Al-Fayed, France  
 Hoteles Turisticos Unidos (HOTUSA), Opporto, Portugal

**HOSPITALITY INDUSTRY ENGAGEMENT (continued)**Europe (continued)

International Hotel and Restaurant Association, Paris, France  
Institut de Management Hotelier International, Cergy, France  
Insitutet for Foretagsledning, Sigtuna, Sweden  
Institut fur Hotelmanagement, Frankfurt, Germany  
International Tourism Association, Zagreb, Croatia  
Moevenpick Hotels & Resorts, Amsterdam, Netherlands  
One&Only Resorts, London, UK  
Park Hotel, Bremen, Germany  
Parthenon Consulting Group, UK  
Pestana Hotels & Resorts, Lisbon, Portugal  
Planhotel Resorts & Hotels, Milan, Italy  
THR Consulting, Barcelona, Spain  
Titanka, San Marino, Italy  
University of Antwerp, Belgium  
Zatise Group, Prague, Czech Republic

Asia

Accor Hotels India  
China Hotel Association  
Confederation of Indian Industry, New Delhi, India  
Department of Tourism/Deloitte Consulting, Amman, Jordan  
EasyWay, Tel Aviv, Israel  
eHow Technologies, Guangzhou, China  
Four Seasons Hotel Mumbai, Mumbai, India  
Fairmont/Raffles/Swissotel Hotels and Resorts, Middle East/Africa/India Region, Dubai  
Hirose International Hotel School, Japan  
Indian School of Business, Hyderabad, India  
Indian School of Hospitality, Delhi, India  
InterContinental Hotels Group Asia Pacific, Singapore  
InterGlobe, Delhi, India/King & Spalding, Singapore  
Japan Travel Bureau  
Jumeirah Hotels & Resorts, Dubai  
Karang Mas Sehatera (KMS), Bali, Indonesia/ Ritz-Carlton Bali/Bickel & Brewer, Dallas, TX  
Landor Associates, Mumbai  
Leela Palaces & Resorts, Mumbai, India  
National University of Singapore  
NHV Hotels International, Nagasaki, Japan  
Oberoi Hotels & Resorts, Delhi, India  
Peninsula Hotels, Hong Kong  
Rotana Hotels and Resorts, Abu Dhabi  
Sands China, Macau, China  
Sarovar Hotels and Resorts, New Delhi, India  
Sathguru Management Consultants, Hyderabad, India  
Shanghai New Asia Group, China  
The Imperial Hotel, New Delhi, India  
The Park Hotels, Kolkata, India



**HOSPITALITY INDUSTRY ENGAGEMENT (continued)**Asia (continued)

Taj Hotels, Palaces and Resorts, Mumbai, India  
 YUM Brands, Kuala Lumpur, Malaysia

Africa

Gordon Institute of Business Sciences, Johannesburg, South Africa  
 LUX\* Resorts, Mauritius  
 Sun International Resorts, Poste de Flacq, Mauritius  
 Veling Aviation, Mauritius  
 Veling Hospitality, Mauritius

Oceania

Kawarau Falls Station, Queenstown, New Zealand/Blue Sky Capital/Meredith Connell, Auckland, NZ

**EXPERT WITNESS TESTIMONY (2008-2022, in reverse chronological order)**

1. Trial Testimony: *Hyatt Hotels Corporation (Petitioner) & Subsidiaries v. Commissioner of Internal Revenue (Respondent)*, Docket No. 13858-17 [Petitioner Client: Hyatt Hotels & Resorts]
2. Deposition: *Highfields Capital v. Seaworld Entertainment et. al.*, United States District Court for Southern District of California, Case No. 3:18-cv-01276-MMA-AGS [Plaintiff Client: Highfields Capital]
3. Deposition: *Carillon Beach Condominiums v. Z Capital, Consolidated Case Nos. 2016- 011172-CA-01 2016-007886-CA-01* [Plaintiff Client: Carillon Beach Condominiums]
4. Deposition: *RevPar Collective d/b/a Stash Hotel Rewards v. Synchrony Financial and Synchrony Bank*, Case No. CGC-18-566487 [Plaintiff Client: Stash Hotel Rewards]
5. Arbitration Testimony: *255 Courtland v. Hilton Management*, JAMS, Washington DC, Case No. 1410008153 [Claimant Client: 225 Courtland/Hilton Atlanta Hotel]
6. Deposition: *RCHFUF v. Marriot Vacations Worldwide*, in the District Court of Colorado, Case No. 1:16-cv-01301-PAB-GPG [Plaintiff Client: RCHFUF]
7. Deposition: *Sepehr Forghan v. Whole Foods Market California, Inc.* in Superior Court of the State of California, County of Los Angeles, Case No. BC 637964 [Defendant Client: Whole Foods]
8. Deposition: *United States District Court, Central District of California, Case No. CV11-3428 PSG (PLAx)* [Defendant Client: JP Morgan Chase]
9. Deposition: *Maryland Tax Court v. Travelocity.com MTC Case No. 12-SU-OO-1184* [Defendant Client: Travelocity]
10. Deposition: *Orbitz et al., v. Broward County Florida and Florida Department of Revenue, Case No. 2009 CA 000126.* [Plaintiff Clients: Expedia, Orbitz, Priceline, Travelocity]

**EXPERT WITNESS LITIGATION TESTIMONY (continued)**

11. Deposition: *Philips Bryant Park v. HFZ Capital Group*, Case No. 15-CV-2972, in United States District Court, New York, NY [Plaintiff Client: Bryant Park Hotel, New York, New York]
12. Deposition: *CityCenter Construction and Lien Master Litigation*, Case No: A-09605103-C; *Perini Subgroup*, Case No. A-10-612676-B (Nev. Dist. Ct. Clark County) [Plaintiff Client: MGM Resorts]
13. Deposition: *Orbitz, LLC v. Broward County, FL*, Case No. 2009-CA-126 (Fla. Cir. Ct. Leon County) [Plaintiff Client: Orbitz]
14. Deposition: *City of San Francisco v. Expedia, Inc., et al.*, Case No. JCCP 4472 (Cal. Sup. Ct.) [Defendant Clients: Expedia, Orbitz, Priceline, Travelocity]
15. Deposition and Arbitration Testimony: *Santa Barbara Hospitality v Hyatt Curacao, American Arbitration Association Case No 50 517 T 00943 12* [Defendant Client: Hyatt Hotels & Resorts]
16. Deposition: *Montana DOR v. Priceline.com, Inc., et al.*, Case No. CDV-2010-1056 (Mont. Dist. Ct.) [Defendant Clients: Expedia, Orbitz, Priceline, Travelocity]
17. Deposition: *Puerto Rico Tourism Company v. Priceline.com, Inc., et al.*, Case No. 3:14-cv-01318-JAF (D.P.R.) [Defendant Clients: Expedia, Orbitz, Priceline, Travelocity]
18. Deposition: *Orange County, et al. v. Expedia, Inc., et al.*, Case No. 2006-CA-2104, Circuit Court of Orange County, Florida [Defendant Clients: Expedia, Orbitz, Priceline, Travelocity]
19. Deposition: *Consolidated North Carolina Cases, Master file Case No. 06-cvs-16256*, General Court of Justice, Superior Court Division, Wake County, North Carolina [Defendant Clients: Expedia, Orbitz, Priceline, Travelocity]
20. Deposition: *City of Chicago v. Expedia et al.*, Case No. 05-L-051003, Circuit Court of Cook County, Illinois [Defendant Clients: Expedia, Orbitz, Priceline, Travelocity]
21. Deposition: *Monroe County, Florida v. Expedia et al.*, Case No. 09-civ-10004, S.D. Fla. [Defendant Clients: Expedia, Orbitz, Priceline, Travelocity]
22. Deposition and Arbitration testimony: *BRCP HEF Hotel Tenant, LLC v. Four Seasons Ltd*, San Francisco, CA [Plaintiff Client: Maritz Wolff & Co/Four Seasons Resort Aviara, San Diego, CA]
23. Deposition and Trial testimony: *P.T. Karang Mas Sejahtera v. Ritz-Carlton Hotel Company*, Greenbelt, MD. Civil Action No.: 8:05-cv-00787-PJM, United States District Court for The District Of Maryland. [Plaintiff Client: KMS, Bali, Indonesia/Ritz-Carlton Bali]
24. Deposition and Arbitration testimony: *The Irvine Cos v. Hyatt Hotels*, Orange County, CA [Defendant Client: Hyatt Hotels & Resorts]
25. Deposition: *Lake Wright Hospitality v. Holiday Hospitality (Holiday Inns)*, Norfolk, VA [Defendant Client: Holiday Inns]

## **PROFESSIONAL ASSOCIATIONS**

American Marketing Association  
Hospitality Sales and Marketing Association International (HSMIAI)  
International Council on Hotel, Restaurant and Institutional Education (CHRIE)  
Cornell Hotel Society (Lifetime member)  
Global Hoteliers Club (Lifetime member)  
International Society of Hospitality Consultants  
Cayuga Hospitality Consultants  
Cornerstone Research (Expert Witness)  
The Brattle Group (Outside Expert)

## **MEDIA INTERVIEWS**

A&E Television  
ABC News  
ABCTV.com  
Advertising Age  
AdWeek  
AGENDA  
Albany Times Union  
AOL.com  
ASTA Agency Management  
Associated Press  
Baltimore Sun  
Bangkok (Thailand) Post  
BBC.co.uk  
Bloomberg  
Boston Globe  
Bradenton Herald  
Business Mag (Mauritius)  
BusinessWeek  
CBS Radio  
Celebrated Living Magazine (American Airlines)  
Channel 7 TV, Ithaca, NY  
Chicago Tribune  
China Daily  
Cincinnati Enquirer  
CJAD Radio (Canada)  
CNBC.com  
CNN.com  
Conde Nast Traveler  
Crain's Business  
Cornell Magazine  
Cornell Chronicle  
Cornell Daily Sun  
Cote Nord Magazine, Mauritius  
Courier Post Binghamton  
Dallas Morning News

**MEDIA INTERVIEWS (continued)**

Departures  
Die Zeit (Germany)  
Die Presse (Austria)  
Direct  
Fast Company  
Forbes  
Forbes.com  
Frankfurt (Germany) Newspaper  
GO Magazine (AirTran Airways)  
Heads Talk Podcast  
Hospitalitybizindia.com  
Hospitalityinsights.com  
Hospitalitynet.org  
Hotel Business  
HOTELS  
Hotelmanagement.net  
HotelNewsNow.com  
Hotels and Restaurants  
Hoteres (Japan)  
HSMAI Marketing Review  
India Times (India)  
Indian Express (India)  
Indianapolis Business Journal  
International Herald Tribune  
Investor's Business Daily  
Ithaca Journal  
Kansas City Star  
KCBS Radio, San Francisco, CA  
Kyushu (Japan) News  
L'agenzia di Viaggi (Italy)  
La Piazza Della Provincia, Rimini, Italy  
Lider (Croatia)  
Lodging  
Los Angeles Times  
MarketWatch.com  
Master Meeting (Italy)  
Miami Herald  
msnbc.com  
National Geographic Traveler  
National Post (Canada)  
National Public Radio  
Nation's Restaurant News  
NBC.com  
NBC Nightly News  
New York Times  
Newsday  
Newsweek

**MEDIA INTERVIEWS (continued)**

Paraguay National TV  
Penn Business Journal  
PEOPLE Magazine  
Philadelphia Enquirer  
Press and Sun Bulletin  
Robb Report  
San Diego Union Tribune  
Selling to Seniors  
Skift.com  
SMTV, San Marino, Italy  
Southern Tier Business Journal  
Sun Sentinel  
Straits Times (Singapore)  
Talouselama (Finland)  
Tennessean  
The Economist  
The Globe and Mail, Toronto, Canada  
The Nerve Africa  
ThePointsGuy.com  
The Press of Atlantic City, NJ  
The Record, NJ  
The Star, Bangkok, Thailand  
The Star Ledger, NJ  
TIME  
Travel & Leisure  
Travel Age West  
Travel Weekly  
Travelbizmonitor.com  
Traveltrendstoday.in  
TTG, Italy  
USA Today  
Voice of America (Eurasia Division)  
Wall Street Journal  
Walltehub.com  
Washington Business Journal  
Washington Post  
Yakima (Washington) Herald