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

EMPLOYMENT

1989 - Present	**Cornell University,** Nolan School of Hotel Administration, Ithaca, New York *Singapore Tourism Board Distinguished Professor in Asian Hospitality Management, 2020-* *Professor of Management: 2018-present; Professor of Marketing: 2017-present* *Associate Professor of Marketing: 1995-2017; Assistant Professor of Marketing, 1989-1995*
Visiting appointments	**Indian School of Business, National University of Singapore**, **University of Buckingham** (UK), **Institut de Management Hotelier International** (France), **Insititutet for Foretagsledning** (Sweden), **Institut fur Hotelmanagement** (Germany), **Haaga Instituutin** (Finland), **Centre International de Glion** (Switzerland), **Athens Laboratory of Business Administration** (Greece), **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), **Mahindra University** (India)
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 *Stagiare 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

2026 Ranked among the top Business and Management Scientists in the U.S. by Research.com
2025 Named a Top Ten Author (ranked 5th) by the Cornell Center for Hospitality Research
2022 Selected to represent Cornell as a Delegate to the United Nations Conference on Tourism
2021 Named a Distinguished Chaired Professor at Cornell University (retroactive to 2020)
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
2017 Promoted to Full Professor
2016 Received an Academic Excellence Award from Dean of the Cornell Hotel School
2016 Received an Industry Relevance Award from Cornell Center for Hospitality Research (CHR)
2015 Received a 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 an 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 for the Rosewood case by the HBS
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
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 ListAssist 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 Ranked First in IMHI class of '85 and earned the highest grade point average ever recorded

PUBLICATIONS (Total count: 168, Google Scholar Citations: 8,9990, *=Financial Times 50)

Dev, Chekitan S., V. Kumar, Sarang Sunder and Agata Leszkiewicz **(**2026), "Hidden Costs and Benefits of Online Travel Agencies," Cornell Hospitality Report, 26(5).

*****Leszkiewicz, Agata, Sarang Sunder, V. Kumar and Chekitan S. Dev **(**2026), "Customer Acquisition Through Intermediaries (vs. Brand) Shapes Lifetime Value: Evidence from the Hotel Industry," Production and Operations Management, 35(9), 3528–3549.

Dev, Chekitan S. (2026), "From brand portfolios to brand platforms: An analysis of the YOTELxHilton cobranding agreement," HOTELS Magazine, March 24.

Dev, Chekitan S. (2026), "New U.S. visa requirements could threaten international tourism: How to get it right," HOTELS Magazine, March 5.

Dev, Chekitan S. (2026), "Creating Memorable Hotel Experiences," HOTELS Magazine, February 5.

Dev, Chekitan S. (2025), Hospitality Branding: Volume 2, Ithaca, London: Cornell University Press.

Dev, Chekitan S. (2024), "Global Hospitality Leadership: Insights from Asia Pacific," Cornell Hospitality Report, 24(14).

Dev, Chekitan S and Ashley Ellsworth Bird (2024), "Hotel Brands' Competitive Performance Mapping: A New Way to Identify Strong, Troubled and Weak Brands," Cornell Hospitality Report, 2411).

Dev, Chekitan S. and Ming-Hui Huang (2024), "Successful Service Branding: Lessons for Hospitality Managers," Cornell Hospitality Report, 24(8).

Dev, Chekitan S. (2024), "The Future of Hotels: From High-Touch to High-Tech," Hotel Talk, invited essay, March-April, 12-16. **Lead article**.

Dev, Chekitan S. (2024), "Hotel Brand Overload: The Coming Shakeout," Cornell Hospitality Report, 24(6).

Dev, Chekitan S. (2024), "A Wellness Tourism Initiative to Alleviate Poverty Among Women," Cornell Hospitality Quarterly, 65(1), 142-44. **Selected for Cornell's Research with Impact video series.**

Dev, Chekitan S. (2023), "Global Hospitality, Travel and Tourism Trends," Cornell Hospitality Report, 23(9).

Dev, Chekitan S. (2023), "The Next 100 Years: Hospitality Guests of Tomorrow," Cornell Hospitality Report, 23(5).

Dev, Chekitan S. and Laure Mougeot Stroock (2023), "Barbados Tourism: Repositioning A Struggling Country Brand," Cornell Hospitality Report, 23(1).

Dev, Chekitan S. (2023), "The Future of Hotels," Hospitality Upgrade Magazine, February 21.

PUBLICATIONS

Dev, Chekitan S. and Laure Mougeot Stroock (2022), "Hotel Il San Pietro di Positano: Strengthening an Extraordinary Independent Brand," Cornell Hospitality Report, 22(6).

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, Madrid, Spain.

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, July 20.

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," Cornell SC Johnson College of Business Research Recap, June 23.

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," CayugaHospitality.com, invited essay, May 27.

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," essay, HospitalityNet.org, March 4.

Dev, Chekitan S. (2020), "WTF (What the Future): Travel," Ipsos.com, invited essay, June 24.

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

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**. Rated a "Bestseller" by HBS.**

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

*****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.**

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.**

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 a "Bestseller" by HBS. Received the "Best Case Study" Award from The Case Center at Cranfield University, UK.**

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. **Lead article**.

Dev, Chekitan S. (2014), "The Power of Branding," Hotelier, January-February, 11-15.

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. **Rated a "Bestseller" by HBS.**

.

PUBLICATIONS

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.

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 a "Highly Commended Paper" Award.**

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. **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.

PUBLICATIONS

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.

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, Aveek 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. **Received the "Hospitality Research in Practice" Award (Honorable Mention) at the 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., 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).

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. (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," HSMAI 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.**

PUBLICATIONS

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. **Received a "Best Paper Award" (Second Place) for all articles published in the Cornell Quarterly in 2009.**

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 "Classic" by HBS.**

Dev, Chekitan S. (2008), "The Corporate Brand: Help or Hindrance?" Harvard Business Review, February, 49-53. **Translated into German and Spanish.**

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., 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.

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.

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 36th 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.

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.**

PUBLICATIONS

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**.

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 ListAssist.**

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. **Cited over 1,000 times as per Google Scholar**.

Salas, Tania and Chekitan S. Dev (2003), "Brands That Do Good Also Do Well," HSMAI 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," HSMAI 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.

PUBLICATIONS

*****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.

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.

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.

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.

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 21st Century: A Stakeholder Study," HSMAI 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 (2nd 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.**

PUBLICATIONS

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.**

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.

PUBLICATIONS

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.

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 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 Hoteleria (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.**

PUBLICATIONS

Stein, Timothy J., Chekitan S. Dev and Mary H. Tabacchi (1990), "Spas: Redefining the Market," Cornell Quarterly, 30(4), 46-52.

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.

Kuckreja, Samir and Chekitan S. Dev (1989), "New Delhi's Luxury Hotels," Cornell Quarterly, 30(2), 76-80.

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.

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.

PUBLICATIONS

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

"Global Hospitality Trends and Best Practices: Profit From Change," Cornell General Managers Program, March 2026; Young Presidents Organization, September 2025; Hyatt Inclusive Collection/AM Resorts, Cancun Mexico, September 2023; TLC Leadership Conference, Mauritius, December 2022; Cornell Hotel General Managers Program, November 2022, June 2021, January 2021; Greater Toronto Hotel Association, Leadership Development Program, Humber College, Toronto, Canada, April 2016, March 2017; LUX* Resorts, Mauritius, January 2014; MexHIC, HVS Hotel Investment Conference, Mexico City, February 2013; The Park Hotels, New Delhi, India, August 2011; Accor Hotels India, Gurgaon, India, August 2011; Rotana Hotels & Resorts, Abu Dhabi, January 2011; Oberoi Hotels & Resorts, Gurgaon, India, November 2010; Taj Hotels, Resorts and Palaces, Mumbai, India, July 2011; European Hospitality Technology Conference, **Keynote Address**, Amsterdam, Holland, February 2009; Cayuga Hospitality Associates Annual Conference, Williamsburg, Virginia, November 2008; Möevenpick Hotels & Resorts Global Annual Sales and Marketing Conference, **Keynote Address**, Amsterdam, Holland, January 2007; Walt Disney World, Resort Leadership Team Meeting, Orlando, FL. January 2005.

"Brand Purpose," Credit Union Executives Society (CUES), 2022, 2023, 2024, 2025.

"Global Hospitality, Travel and Tourism Trends: Profit from Change," BELMOND Horizon Advisory Board Meeting, May 2025.

"Global Hospitality Leadership: Lessons from Asia Pacific," Global Hospitality Conclave, a conversation with Raj Menon, President Marriott Asia Pacific (excluding China), New Delhi, India, May 2024.

"International & World Relations Impact on Travel," HSMAI Foundation Virtual Intercollegiate Global Conference, panelist, February 2024.

"How To Stand Out And Succeed: What I've Learned About Hotel Brands And What I See Happening Now," HospitalityDaily.com, podcast, January 2024.

"Hotel Brand Overload: The Coming Reckoning in the Lodging Sector," eCornell Keynote, podcast, December 2023.

"Digital Transformation," The LUX Collective (TLC) Executive Conference, Virtual, July 2023.

"Global Travel Trends," Global Hospitality Conclave, a conversation with Hari Nair, Senior Vice President Expedia Global, Opening Session, New Delhi, India, May 2023.

"The Next 100 Years: Hospitality Guests of Tomorrow," eCornell Keynote Panel, Moderator, March 2023.

"Putting Sustainable and Resilient Tourism at the Heart of an Inclusive Recovery," United Nations World Tourism Organization (UNWTO), speaker, UN General Assembly, New York, New York, May 2022.

PRESENTATIONS

"International Business and International Development," Cornell SC Johnson College of Business Panel, panelist, March 2022.

"Diversity, Equity and Inclusion," Hotel Ezra Cornell Panel, Moderator, February 2022.

"Marketing and Strategy: How To," AstraZeneca, Regional Marketing Group, Chicago, IL, December 2021.

"Preparing for the Return of Business Meetings, Conferences and Travel," Moderator, Cornell Center for Hospitality Research Panel, July 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) 41st 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, Ithaca, NY, November 2019. (with E. Steiner, presenter)

"Hospitality Branding Research," NYU J.M. Tisch Center of Hospitality, New York, NY, October 2019.

PRESENTATIONS

"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.

"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.

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

PRESENTATIONS

"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," 3rd Interdisciplinary Tourism Research Conference, Kadir Has University, Istanbul, Turkey, June 2014.

"The 21st 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.

"Strategic Planning," Veling Hospitality, Mauritius, January 2014.

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

"Strategic Planning," Veling Aviation, Mauritius, July 2013.

"Building Brands with New Media," **Keynote Address**, 3rd 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.

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

"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.

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

PRESENTATIONS

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

"Strategic Marketing," Abu Dhabi Tourism Association, Abu Dhabi, January 2011; International Tourism Association, Zagreb, Croatia, December 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.

"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 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.

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

PRESENTATIONS

"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.

"The Performance Effects of Close Relationships in Marketing Channels: Norms, Specific Investments, and Opportunism," 36th 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.

"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 21st 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)

"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 21st 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.

PRESENTATIONS

"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 21st 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.

"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 21st 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.

PRESENTATIONS

"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.

"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).

PRESENTATIONS

"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)

"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," Competitive Research Grant, Cornell Institute for Social Sciences, 2019. (with J. Perry)

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

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

"A Global Study of Emerging Marketing Channels in Hospitality: The 'Social Couponing' Phenomenon," Competitive Research Grant, 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," Competitive Research Grant, Cornell Center for Hospitality Research, 2011.

RESEARCH GRANTS

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

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

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

"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 (HSMAI), 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 Grant, Cornell Hotel School, 1996-1997.

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

"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," Competitive Summer Research Grant, Cornell Hotel School, 1991. (with M. Morgan)

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

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

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

"Hotel Preopening Investment Analysis," Competitive Research Grant, American Hotel and Motel Association, 1987 (with M.R. Evans).

TEACHING EVALUATIONS/FEEDBACK (total number of students served globally: 15,000+)

Cornell For-Credit Courses (most recent 5 years)

Term	Course	Course Mean (Q16)	Instructor Mean (Q17)
Spring 2025	HADM 6481 LEC 001	4.80	5.00
Fall 2024	HADM 7430 LEC 003	4.87	4.83
Spring 2024	HADM 6481 LEC 001	4.71	4.86
Fall 2023	HADM 7430 LEC 003	5.00	5.00
Spring 2023	HADM 7430 LEC 001	4.91	4.87
Fall 2021	HADM 2410 LEC 001	4.47	4.27
Fall 2021	HADM 2430 LEC 001	4.60	4.60

Cornell Executive Education Course: Hotel General Managers Program, April 2025

GMP Live Virtual: Chekitan Dev Global Hospitality Trends		
Month Year	Apr-25	
Enrollment:	15	
Indicate the degree to which you agree or disagree with the statements below: **SCALE: 1: Strongly disagree, 2: Disagree, 3: Neither Agree nor Disagree, 4: Agree, 5: Strongly Agree**		**Average**
1	The pre-course assignment(s) helped me to prepare for the course	4.75
2	I am able to apply the knowledge and skills I gained in this course directly to my current or future workplace	5.00
3	The materials, presentations, handouts and exercises in this course were valuable.	5.00
4	The course instructor created a positive, interesting and motivating classroom experience.	5.00
5	The instructor provided intellectual stimulation and challenged me to think.	5.00
6	I am confident that I gained knowledge and skills from this course.	5.00
7	I feel satisfied with this course overall.	5.00
	Overall Average	**4.96**
NPS Score	**On a scale from 1-10, how likely are you to recommend this course to a friend or colleague?**	**NPS Calculation**
	NPS calculation explained	100

Cornell Executive Education Course: Young Presidents Organization (YPO), September 2025

I'm pleased to hear that the session was well received. Of those who attended, 15 participants completed the event survey, with the session receiving an impressive rating of **4.73 out of 5**. Below are some verbatim comments from attendees for your reference:

- Very insightful.
- Great insights and efficient.
- Very comprehensive in such a short time. Well done, Professor, and thank you.
- Discussion and insights were detailed and specific vs general and vague hotel trends.
- The professor is obviously very experienced and had a lot to share

SERVICE

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

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
Advisory Board:	ESSEC Business School, MSc in Hospitality Management, 2025-

Service to the Community (pro bono)*:*
Cannon Point Condominiums, Vice President, 2020-
SafetyCall Poison Control, Keynote Presentation, 2023
Entrepreneurship Bootcamp for Veterans with Disabilities, Instructor, 2012, 2013, 2014, 2015, 2016
Global Hospitality Conclave, Organizing Committee, 2013, 2014, 2016, 2017, 2023, 2024
Finger Lakes Tourism Association, Keynote Speaker/Workshop Leader, 1990, 2009, 2015
Tompkins County Convention & Visitors Bureau, Session Facilitator 2006, Keynote Speaker 2001
American Hotel & Lodging Association Chairman's Blue-Ribbon Marketing Task Force, 1999-2001
International Hotel and Restaurant Association, Research Advisory Group, 1997-2001
American Hotel & Motel Association, Marketing Committee, 1991-1995
Tompkins Tourism Marketing Committee, Member, 2009-2014
Ithaca Montessori School, Member Board of Directors, 2001-2002; Co-chair Fundraising Committee, 2003
Tompkins County Chamber of Commerce, Small Business Resource, 1995-2000
Student Agencies Inc., Member Board of Directors, 1990-1995
Rotary International Regional Meeting, Keynote Speaker, 1992

RESEARCH SUPERVISION

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

Monograph/Independent Study/Research [*=output published]: 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*, Ashley Bird*

EXECUTIVE EDUCATION, CONSULTING and EXPERT WITNESS ENGAGEMENTS

North America and Caribbean
Alta Hoteleria, 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
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), Washinton D.C.
Cityfront Hotel Associates/Westin Times Square NY/Pyor Cashman, NYC/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
Custom House Hotel, Phoenix, AZ/Doubletree Hotel Monterrey, CA/Snell & Wilmer, Phoenix, AZ
Deloitte Consulting
Deutsch Advertising, New York, NY
DiningFever.com
Dolce Conference Centers, Toronto, Canada
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
Four Seasons Aviara San Diego, CA/Maritz Wolff/Bickel & Brewer, Dallas, TX
Glendorn Estates, Bradford, PA
Grand Canyon Skywalk Development., Las Vegas, NV/Greenberg Traurig
Grupo Posadas, Mexico
Hapgood Family/Steptoe, Los Angeles, CA
Highfields Capital, Boston, MA/Rolnick Kramer Sadighi
Hilton Atlanta Hotel/Williams and Connolly, Washington D.C.
Hilton Worldwide, McLean, VA

EXECUTIVE EDUCATION, CONSULTING and EXPERT WITNESS ENGAGEMENTS

North America and Caribbean (continued)
Hilton Hotels Corporation, Beverly Hills, CA/Latham & Watkins, Washington D.C.
Hilton San Francisco/Seyfarth & Shaw, San Franciso, CA
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/Meyer Brown, Chicago
Hyatt Hotel Corporation, Chicago/Jenner & Block, Washington D.C.
Hyatt Inclusive Resorts/AM Resorts, Cancun, Mexico
Hyatt Regency, Curacao/Crowell & Moring, Washington D.C.
Hyatt Regency, Irvine, CA/Willenken Wilson, Los Angeles, CA
HyperTech Global/ Baker & Hostetler and Kronenberger Rosenfeld
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
Ipsos
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
Marcus Hotels and Resorts/Foley and Lardner, Milwaukee, WI
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
Motel 6 (G6 Hospitality)/Jones Day, Houston, TX
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

EXECUTIVE EDUCATION, CONSULTING and EXPERT WITNESS ENGAGEMENTS

North America and Caribbean (continued)
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
Sageview Capital, Palo Alto, CA
Silver Dollar City, Branson, MO
Spirit Cruises
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
Virgin Hotels San Francisco/250 Fourth Development/Brewer Attorneys and Counselors, NY, NY
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
Wynn Las Vegas/Jones Day
Young Presidents Organization (YPO)

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
BELMOND, Milan, Italy
Centre International de Glion, Bulle, Switzerland

EXECUTIVE EDUCATION, CONSULTING and EXPERT WITNESS ENGAGEMENTS

Europe (continued)
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, France
Hoteles Turisticos Unidos (HOTUSA), Opporto, Portugal
International Hotel and Restaurant Association, Paris, France
Institut de Management Hotelier International, Cergy, France
Insititutet 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
Zatisi 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 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

EXECUTIVE EDUCATION, CONSULTING and EXPERT WITNESS ENGAGEMENTS

Asia (continued)
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 LUX Collective (TLC), Singapore
The Park Hotels, Kolkata, India
Taj Hotels, Palaces and Resorts, Mumbai, India
YUM Brands, Kuala Lumpur, Malaysia

Africa
LUX* Resorts and Hotels, Mauritius
Sun International Resorts, Poste de Flacq, Mauritius
Veling Aviation, Mauritius
Veling Hospitality, Mauritius

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

EXPERT WITNESS TESTIMONY (2008-2025, in reverse chronological order)

1. Deposition: *Hapgood v. Auberge Resorts*, in the Superior Court for the State of California in the County of Marin, Case No. CIV 2000143 [Plaintiff Client: Hapgood]

2. Trial: *Hyatt Hotels Corporation (Petitioner) & Subsidiaries v. Commissioner of Internal Revenue (Respondent), Docket No. 13858-17* [Petitioner Client: Hyatt Hotels & Resorts]

3. 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]

4. Deposition: *Carillon Beach Condominiums v. Z Capital*, *Consolidated Case Nos. 2016- 011172-CA-01 2016-007886-CA-01* [Plaintiff Client: Carillon Beach Condominiums]

5. 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]

6. Deposition and Arbitration: *255 Courtland v. Hilton Management*, JAMS, Washington DC, *Case No. 1410008153* [Claimant Client: 225 Courtland/Hilton Atlanta Hotel]

7. Deposition: *RCHFU v. Marriot Vacations Worldwide*, in the District Court of Colorado, *Case No. 1:16-cv-01301-PAB-GPG* [Plaintiff Client: RCHFU, Ritz-Carlton Aspen Timeshare Owners]

EXPERT WITNESS TESTIMONY

8. 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]

9. Deposition: *United States District Court, Central District of California, Case No. CV11-3428 PSG* (PLAX) [Defendant Client: JP Morgan Chase]

10. Deposition: *Maryland Tax Court v. Travelocity.com MTC Case No. 12-SU-OO-1184* [Defendant Client: Travelocity]

11. Deposition: *Orbitz et al., v. Broward County Florida and Florida Department of Revenue, Case No. 2009 CA 000126* [Plaintiff Clients: Expedia, Orbitz, Priceline, Travelocity]

12. 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]

13. Depositions: *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]

14. Deposition: *Orbitz, LLC v. Broward County, FL, Case No. 2009-CA-126* (Fla. Cir. Ct. Leon County) [Plaintiff Client: Orbitz]

15. Deposition*: City of San Francisco v. Expedia, Inc., et al., Case No. JCCP 4472* (Cal. Sup. Ct.) [Defendant Clients: Expedia, Orbitz, Priceline, Travelocity]

16. 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]

17. Deposition: *Montana DOR v. Priceline.com, Inc., et al., Case No. CDV-2010-1056* (Mont. Dist. Ct.) [Defendant Clients: Expedia, Orbitz, Priceline, Travelocity]

18. 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]

19. 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]

20. 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

21. 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]

22. Deposition: *Monroe County, Florida v. Expedia et al., Case No. 09-civ-10004*, S.D. Fla. [Defendant Clients: Expedia, Orbitz, Priceline, Travelocity]

23. Deposition and Arbitration: *BRCP HEF Hotel Tenant, LLC v. Four Seasons Ltd*, San Francisco, CA [Plaintiff Client: Maritz Wolff & Co/Four Seasons Resort Aviara, San Diego, CA]

EXPERT WITNESS TESTIMONY

24. Deposition and Trial: *P.T. Karang Mas Sejahtera v. Ritz-Carlton Hotel Company*, Greenbelt, MD. Civil Action No.: 8:05-cv-00787-PJM, United Stated District Court for The District of Maryland. [Plaintiff Client: KMS, Bali, Indonesia/Ritz-Carlton Bali]

25. Deposition and Arbitration: *The Irvine Cos v. Hyatt Hotels*, Orange County, CA [Defendant Client: Hyatt Hotels & Resorts]

26. Deposition: *Lake Wright Hospitality v. Holiday Hospitality (Holiday Inns)*, Norfolk, VA [Defendant Client: Holiday Inns]

PROFESSIONAL ASSOCIATIONS

Cornell Hotel Society (Lifetime member)
Global Hoteliers Club (Lifetime member)
International Society of Hospitality Consultants (Dues Paying Emeritus Member)
Cayuga Hospitality Consultants (Dues Paying Legacy Member)
Cornerstone Research (Expert Witness)
The Brattle Group (Outside Expert)

QUOTES IN THE MEDIA

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

QUOTES IN THE MEDIA

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
Departures
Die Zeit (Germany)
Die Presse (Austria)
Direct
Fast Company
Forbes
Forbes.com
Frankfurt Newspaper (Germany)
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
KNX News 97.1 FM Los Angeles
Kyushu (Japan) News
L'agenzia di Viaggi (Italy)
La Piazza Della Provincia (Italy)
Les Actualités (France)
Lider (Croatia)
Lodging
Los Angeles Times
MarketWatch.com
Master Meeting (Italy)

QUOTES IN THE MEDIA

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
News.com.au (Australia)
Newsday
Newsweek
Orissadiary.com (India)
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 (Canada)
The Hollywood Reporter
The Nerve (Africa)
ThePointsGuy.com
The Press of Atlantic City, NJ
The Record, NJ
The Star (Thailand)
The Star Ledger, NJ
TIME
Travel & Leisure
Travel Age West
Travel News (Denmark)
Travel Weekly
Travelbizmonitor.com
Traveltrendstoday.in
TTG (Italy)
USA Today
Voice of America (Eurasia Division)

QUOTES IN THE MEDIA

Wall Street Journal
Wallethub.com
Washington Business Journal
Washington Post
Yakima Herald, WA

RECENT QUOTES IN THE MEDIA (2023-2026, in reverse chronological order)

https://www.cnn.com/2026/09/03/travel/noise-hotels-complaints-solutions

https://www.news.com.au/travel/travel-advice/accommodation/why-hotels-refuse-to-provide-this-item/news-story/93c5617099f2a7db5d97112964e12751

https://www.forbes.com/sites/ramseyqubein/2026/07/19/ihgs-fastest-growth-premium-brand-voco-is-good-news-for-loyalty-program-members/

https://skift.com/2026/03/24/hiltons-yotel-franchise-deal-tests-new-platform-model/

https://www.washingtonpost.com/travel/2026/02/21/rising-hotel-prices-inflation/

https://www.travelandleisure.com/learn-culinary-and-cocktail-skills-at-wynn-las-vegas-11889659

https://hotelsmag.com/news/independent-hotels-turn-to-affiliations-or-soft-brands-for-exposure-its-a-welcome-addition-for-lodging-companies-and-rep-groups/

https://hotelsmag.com/news/new-hotel-brands-emerge-fast-and-furious-theres-a-reason-for-that/

https://skift.com/2025/10/06/wyndham-targets-indie-budget-hotels-with-a-brand-extension/

https://www.cnn.com/2025/09/13/business/cracker-barrel-rebrand

https://www.newsweek.com/american-hotels-trouble-us-tourism-declining-2126882

https://www.washingtonpost.com/travel/2025/08/29/dc-tourism-trump-takeover-national-guard-impacts/

https://www.cnbc.com/2025/06/27/why-americans-fell-out-of-love-with-the-hotel-minibar.html

https://www.washingtonpost.com/travel/tips/hotel-red-flags/

https://www.washingtonpost.com/travel/2025/01/29/westin-heavenly-bed-hotels-sleep/

https://www.hollywoodreporter.com/business/business-news/soho-house-wall-street-war-1235842688/

https://www.washingtonpost.com/travel/2024/02/28/eggo-pancake-house-rental-stunt-tennessee/

RECENT QUOTES IN THE MEDIA

https://www.wsj.com/business/hospitality/ron-rivett-super-8-hotel-dies-at-83-dc9f03d4?reflink=integratedwebview_share

https://www.washingtonpost.com/travel/2024/02/08/nomad-pass-unlimited-flights-frontier-airlines/

https://www.washingtonpost.com/travel/2023/12/01/resort-fees-hotels-deposits/

https://skift.com/2023/12/15/hotel-brand-bloat-a-shakeout-is-coming/

https://www.washingtonpost.com/travel/2023/11/07/chip-joanna-gaines-hotel-1928-waco/

https://www.wsj.com/lifestyle/travel/hotels-hilton-marriott-ihg-hyatt-accor-6e3f630b

https://www.wsj.com/business/hospitality/best-convention-centers-united-states-13867b35?reflink=integratedwebview_share

https://www.washingtonpost.com/travel/2023/09/14/iphone-charger-hotel-technology/

https://www.wsj.com/articles/hotel-service-satisfaction-food-bar-pools-32919a75

https://skift.com/2023/06/14/luxury-hotel-brand-shangri-la-evokes-eco-fantasia-in-new-video/

https://www.newsweek.com/inside-chick-fil-generational-shift-values-1803953

https://www.newsday.com/amp/lifestyle/fashion-and-shopping/boutique-hotels-american-beech-gurneys-montauk-the-menhaden-pz9kgnsp

https://www.nytimes.com/2023/03/24/travel/hotels-end-daily-cleaning.html?smid=nytcore-ios-share&referringSource=articleShare

https://www.nytimes.com/2023/03/16/travel/chatgpt-artificial-intelligence-travel-vacation.html?smid=nytcore-ios-share&referringSource=articleShare

https://freakonomics.com/podcast/used-hotel-soaps/

https://www.msn.com/en-us/health/other/how-sleep-tourism-became-a-booming-business-for-hotels/ar-AA1ueYcq

https://www.nytimes.com/2024/04/30/travel/disposable-hotel-slippers-sustainability.html?smid=nytcore-ios-share&referringSource=articleShare&sgrp=c-cb

https://www.washingtonpost.com/travel/2024/02/28/eggo-pancake-house-rental-stunt-tennessee/

https://www.wsj.com/business/hospitality/ron-rivett-super-8-hotel-dies-at-83-dc9f03d4?reflink=integratedwebview_share WSJWSJ

https://www.washingtonpost.com/travel/2024/02/08/nomad-pass-unlimited-flights-frontier-airlines/