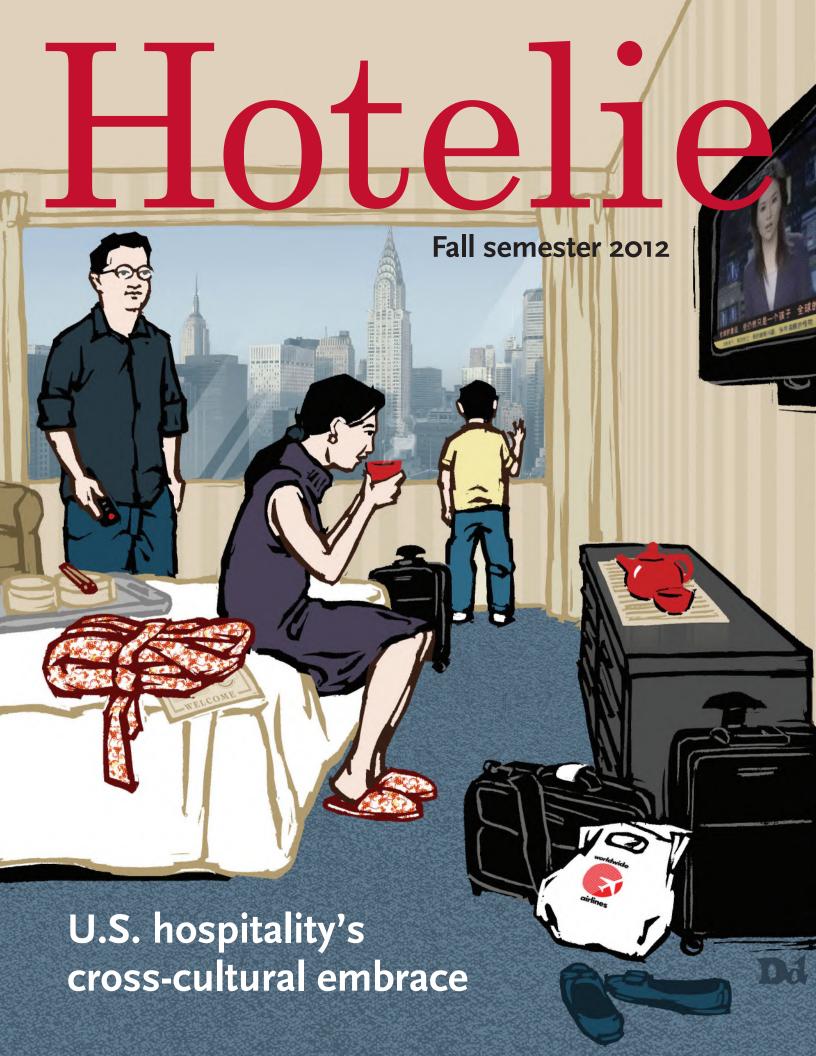
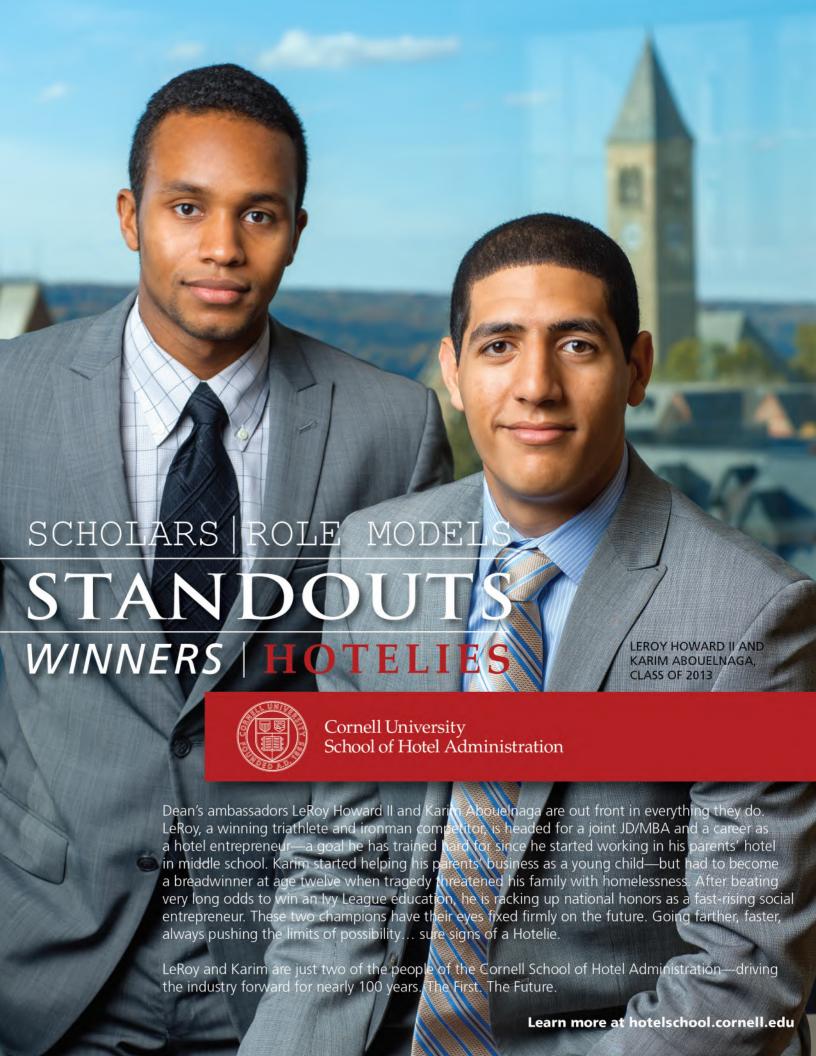
Life is service. The one who progresses is the one who gives his fellow men a little more—a little better service.

— Ellsworth M. Statler







Inside

Hotelie

Fall semester 2012

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Michael D. Johnson, Dean

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Cover illustration by Drew Dernavich (drewdernavich.com), whom we met when he simulcartooned* the SHA's Innovation Network meeting at Google headquarters in Manhattan last January. Dernavich's cartoons and illustrations have appeared in the New Yorker, Time, The Wall Street Journal, the Harvard Business Review, and The Boston Globe. And now Hotelie.

*Editor's note: No, this is not (yet) a word, but it works to describe Dernavich's talent for capturing the content of meetings in cartoons drawn with lightning speed, as in this example:





Happy birthday, SHA!



Leading Off

2. The power of hospitality to bring worlds together

Red All Over

- 4. Newsmakers
- 7. Authors
- 8. Campus

Insights from Innovators

 Adam Weissenberg '85 talks global real estate with Jan deRoos '78, MS '80, PhD '94

Hotelies Afield

14. Real-life Eloises: Three Hotelies reminisce about their hotel childhoods

Industry Focus

20. A welcome strategy for America:
The U.S. travel industry
lobbies for visa reform and a new
American attitude toward
international visitors

World Views

28. Tapping the Chinese travel market: George Cao, MMH '96 and Jens Thraenhart, MMH '00 offer a wealth of insights for digital marketers

Outreach

34. Food for a red planet:
Rupert Spies helps NASA learn
how to feed body and soul
when home is a lonely space
station on Mars

The Student Experience

38. Aanchal Suri '14 gathers student perspectives of Hotel Ezra Cornell

Executive Education News

42. New offerings for executives

Center/Institute News

43. CHRS 2012

Alumni News

- 46. CHS president's letter
- 47. Chapter events
- 51. Remembrance
- 52. Class notes

Outposts

64. Barbara Lang '78, MPS '04 sails the world for food

Connecting cultures through hospitality

. B. Meek convened his first class in hotel administration on September 20, 1922. To this small but determined mathematician had fallen the substantial task of creating an academic discipline focused on hospitality. Faced with a threadbare budget and the opposition of skeptical hoteliers, he solved both problems by forging cooperative relationships with more and more industry practitioners, who taught classes and hired his graduates.

The U.S. hospitality industry was on the cusp of dramatic change in 1922. Ellsworth Statler was already famed as an innovator—he had been offering a private bath and running water in every one of his hotel rooms since 1907—but other now-iconic names were not yet

known. Conrad Hilton had bought his first hotel in 1919 but would not put his name on one until 1925. Howard Johnson would develop his ice-cream recipe and found his company late in 1925, and J. Willard and Alice Marriott would introduce Hot Shoppes in 1927.

Prof Meek was poised to supply this nascent industry with a new breed of skilled, confident executives capable of guiding its trajectory. The Cornell University School of Hotel Administration, the first of its kind, grew in reputation with every class it graduated. Our alumni rose quickly into leadership positions in the industry, improving their operations, brokering mergers and acquisitions, and establishing themselves as notable hotel and restaurant entrepreneurs.

The SHA soon attracted international students and visitors, and in the course of his 39-year administration Meek traveled the globe visiting alumni, recruiting new students, and establishing the first two international chapters of the Cornell Hotel Society. When he died in 1969, eight years after retiring as dean, his equally legendary successor, Robert A. Beck '42, wrote in memorializing him, "Today our school is acknowledged to be the major collegiate institution of its kind in the world and draws about 15 percent of its 450 full-time students from outside the United States."

Bob Beck, whom we lost this past July 31, greatly increased the school's international reach during his 20-year term as dean from 1961 to 1981. In addition to expanding our executive education offerings and the number of CHS chapters abroad, he also entered the school into cooperative educational ventures in Puerto Rico and France.

Internationalization has been part of our DNA, as it is for all of Cornell, for as long as we can remember. Our alumni have fanned out all over the world to aid the spread of hospitality—and with it, greater socioeconomic well-being and cross-cultural understanding. As the SHA has focused on growing its global platform, so has the U.S. hotel industry. During the period of the Beck deanship, the major hotel chains expanded rapidly around the world, first to Europe and then to the Middle East and Japan. We are now experiencing another period of



Students move in for a taste of the anniversary cake



Samantha Hua-Pan Johnson '13 makes a wish for the school

rapid hotel expansion, this time primarily into the Chinese market, where tourism is very much on the rise.

In addition to expanding their holdings abroad, the major hotel chains are also looking for ways to draw international travelers, in particular the Chinese, to fill hotel rooms in the United States. In the years since the attacks of September 11, 2001, which prompted very close and often intimidating government scrutiny of travelers to this country, international travel has grown 40 percent worldwide, but almost none of that wave has reached our shores.

Led by the U.S. Travel Association, the hospitality industry here has recently come together in an unprecedented show of cooperation to press the case for easing visa restrictions and bottlenecks and increasing this country's share of the international travel and tourism market. Industry advocates are working hard to raise awareness of the economic importance of travel and tourism and to soften attitudes toward

international travelers. Our story on page 20 focuses on these issues and then highlights some new programs that the major hotel brands are rolling out here and abroad to accommodate Chinese travelers.

Immediately following this article, we present "Tapping the Chinese travel market," in which China-based alumni Jens Thraenhart, MMH '00 and George Cao, MMH '96 map the lay of China's digital consumer landscape in very valuable detail. And in the first installment of a new Hotelie series, Insights from Innovators, industry analyst Adam Weissenberg '85 and Professor Jan deRoos '78, MS '80, PhD '94 discuss the prospects for growth in global hospitality real estate. We will examine this topic further during our second Cornell International Summit, "Real Estate and the Built Environment," next April in Shanghai.

In the past half-century, communication satellite relays have made it possible for human voices and televised images to reach across oceans in real time. The Internet and digital communication sparked a revolution in worldwide access to information, profoundly and irrevocably changing human society. But only travel, coupled with the hospitality provided by the lodging and restaurant industries, has enabled us to come together from very different places and cultures and experience one another as individuals.

For 90 years, our school and the industry we serve have worked in ever-closer cooperation to extend the reach of hospitality to more and more of the planet. Huge numbers of new tourists are now ready to experience the world beyond their borders, and many more will follow them. We continue to produce graduates ready to lead the industry forward to welcome them, and we look forward to having an active role in the continued unfolding of this remarkable era.

Sincerely,

Jem (U.) John

Michael D. Johnson Dean and E. M. Statler Professor of Hotel Administration



Newsmakers

Chuck Feeney: Irish national treasure



Chuck Feeney '56

All of Ireland's universities came together in September to confer an unprecedented honor on Chuck Feeney '56. In recognition of the incalculable human value

of his support, through the Atlantic Philanthropies, of education and social and political well-being in Ireland, nine institutions collectively awarded him an honorary doctorate of laws. The granting universities were Dublin City University; the National University of Ireland, Galway; the National University of Ireland, Maynooth; Queen's University Belfast; Trinity College Dublin (University of Dublin); University College Cork; University College Dublin; the University of Limerick; and the University of Ulster. Atlantic's gifts to Irish organizations have totaled over one billion euros, according to Philanthropy Ireland.

Chris Bates: world-class sommelier

Christopher Bates '03 won the gold medal in September's Concours International des Jeunes Sommeliers in Capetown, South Africa. This rigorous competition, sponsored by the International Confrérie de la Chaîne des Rôtisseurs, attracted twelve national winners from the United States, western Europe, China, and Russia—seven men and five women, all under 35. Bates holds advanced sommelier certification from the Court of Master Sommeliers and is a candidate



Christopher Bates '03, center, is flanked by Chaîne des Rôtisseurs officials François Ferreira, Marie Jones, Klaus Tritschler, and George Parkes after winning the world championship in the Concours International des Jeunes Sommeliers

for masters designation. A member of the Society of Wine Educators, he has earned the titles of certified specialist of wine, certified wine educator, and certified spirit specialist. He is general manager and executive chef at the Hotel Fauchère in Milford, Pennsylvania and co-owner, with his father, of Element Winery in the Finger Lakes town of Arkport, New York.

Steve Rushmore: pioneer



Stephen Rushmore '67

The International
Society of
Hospitality
Consultants
will present
their Pioneer
Award to
Stephen
Rushmore '67,
chairman
and founder
of HVS

International, at the Americas Lodging Investment Summit (ALIS) in January. During his 40-year career, Rushmore has provided consulting services for more than 15,000 hotels, specializing in complex issues involving hotel feasibility,

valuation, and financing. He was one of the creators of the Microtel concept and was instrumental in arranging its initial public offering. The Pioneer Award, established in 1996, recognizes outstanding achievement or contributions or improvements to the hospitality industry. Leland Pillsbury '69 won the award in 2010.

Rushmore was also honored during November's International Hotel, Motel, and Restaurant Show in New York as the Penn State Hotel and Restaurant Society's Hospitality Executive of the Year. As part of the honor, Rushmore was inducted into the Penn State Hospitality Hall of Fame.

Miles McMullin: radical thinker



Miles McMullin '13

Miles McMullin
'13 received
the judges'
special award
for students
at the Radical
Innovation in
Hospitality
Award
presentation
in May. The
student
award, given

by the John Hardy Group and Hospitality Design Group, came with a prize of \$1,500 and a trip to Las Vegas for the presentation at the Hospitality Design Exposition and Conference. For the competition, McMullin was required to submit a truly innovative concept for a hotel's guest rooms, lobby, and other public areas. He described his concept for a "boutique hostel/retreat" like this: "REN Retreats is a limited-service, design-forward, urban hotel chain with a revolutionary cleaning system that focuses on low maintenance and cleanliness delivered in a chic and energetic

setting." The concept adapts technology from high-tech public restrooms to use high-pressure hot water and disinfectant to wash down the entire guest room, whose surfaces would be made of nonporous white laminate. Furniture and mattresses would be waterproof. McMullin also conceived of a stylish bar and lounge area in the fully automated lobby that would be centered around a wine-dispensing system to encourage guests to gather downstairs. "Affordability, hygiene, cutting-edge design, and a sociable atmosphere are what set REN Retreats apart," said his proposal.

Judges for the competition included Michael Medzigian '82, chairman and managing partner, Watermark Capital Partners, and Simon Turner '83, president of global development, Starwood Hotels and Resorts.

Jeff Saunders: community light



Jeffrey Saunders '79

Boston-based Saunders Hotels Group, headed by Jeffrey Saunders '79, president and CEO, was singled out for honors at last April's World Travel and Tourism Council Global Summit in

Tokyo. The family-owned hotel group received the WTTC's Community Benefit Award, one of four Tourism for Tomorrow Awards that the organization gives annually. Saunders has been practicing sustainable tourism since the early 1980s, when the company converted an old police building in Boston into an historic hotel and worked with local community partners to build affordable

housing in the same area. Through initiatives that are driven and supported by all levels of their staff, the group supports dozens of local charity and nonprofit groups with a combination of financial backing, volunteer time, and in-kind resources.

Sustained praise for Cayuga Sustainable Hospitality

Cayuga Sustainable Hospitality has been honored again, this time with a *Condé Nast* Traveler World Saver Award.
Co-owners Hans Pfister '95 and Andrea Bonilla '97 won the award for their committed support of the local economy and culture at each of their eight properties in Nicaragua and Costa Rica.

David Dodwell still king of the Caribbean



Davia Doaweii, MMH '08

David Dodwell, MMH '08 also continues to garner acclaim for his properties. Following his designation last year as the Caribbean Hotelier of the Year by the Caribbean Hotel and Tourism

Association, both *Travel and Leisure* and *Condé Nast Traveler* chose Nisbet Plantation, on Nevis, as the number-one resort in the Caribbean, Bahamas, and Bermuda. And then in August, Dodwell's Bermuda property, The Reefs, received that same honor from *Travel and Leisure*, with Nisbet Plantation in second place.

Red Herring follows Dragon Trail



Jens Thraenhart, MMH 'oo and George (Zhigang) Cao, MMH '96

Dragon Trail Interactive. a Chinese social media. digital marketing, and travel technology consulting firm founded by George (Zhigang) Cao, MMH '96 and Jens Thraenhart, MMH 'oo,

was named to Red Herring's Top 100 Asia list for 2012. Red Herring, a global media company, assesses the potential of hundreds of private technology ventures each year, based on criteria such as financial performance, technology innovation, management quality, strategy, and market penetration, to highlight the most promising new business models.

Dragon Trail Interactive helps travel companies market to affluent Chinese consumers via social media, digital marketing, and travel technology. The firm has won various awards for its campaigns, including the 2011 Travel Weekly Best e-Marketing Campaign in China for the Hello Canada Campaign for the Canadian Tourism Commission.

Karl Pettijohn faces Everest

On the deadliest day on Mount Everest since May 10, 1996—the fatal day that Jon Krakauer froze in prose in his 1997 bestseller, *Into Thin Air*—Karl Pettijohn '85 got within 700 feet of the world's most



Karl Pettijohn '85

famous summit last May 19 before pneumonia, food poisoning, the depletion of his oxygen supply, and the loss of 32 pounds forced him

to surrender to the implacability of nature (and his Sherpa guide) and turn back at 28,300 feet. Five people, two of them Sherpas, died that day as more than 200 climbers raced for the top. Pettijohn has summited five of the world's seven tallest mountains and will attempt peak number six, Mount Aconcagua in Argentina, this December. In connection with his attempt to scale Everest, Pettijohn, who is managing director of J. P. Morgan Securities in Los Angeles, raised more than \$6,300 for Covenant House in California, where he is a member of the board of trustees. He intends to approach the pinnacle of pinnacles again, possibly in 2015.

Pablo Azcárraga heads Grupo Posadas



Pablo Azcárraga Andrade, MPS '85

Pablo Azcárraga
Andrade, MPS
'85 succeeded
his brother
Gastón in
April as
chairman of
the board of
directors of
Mexicobased Grupo
Posadas, the
largest Latin
America-based

hotel operator on the continent with 114 hotels and nearly 20,000 rooms in 60 urban and resort locations. Previously the company's chief operating officer and vice chairman of the board, Azcárraga has worked for Grupo Posadas since

1986. He is also president of the National Assembly of Tourism Enterprises, a leading organization composed of sixteen national chambers and associations that represents 90 percent of Mexico's private-sector tourism activity.

Vernon Chi named SVP



Vernon Chi '93

Wells Fargo
Bank promoted
Vernon Chi '93 to
senior vice
president and
team leader
of their hotel
technical services
group in July
2011. With his
team, Chi is
responsible for
the analysis

and underwriting of most of the bank's major hotel loans. Before joining Wells Fargo over nine years ago, Chi spent two years in operations management and then six years as a hospitality consultant with KPMG and Deloitte and Touche.

Kevin Jacobs continues rise at Hilton

Kevin Jacobs '94 was promoted in



Kevin Jacobs '94

president and chief of staff at Hilton World-wide and was also named head of real estate for the company. As chief of staff, he is responsible for

September to

executive vice

the company's corporate strategic and business planning efforts and for coordinating strategic and operational initiatives globally. As head of real estate, he is responsible for all ownership aspects of the company's portfolio of over 160 owned, leased, and joint-ventured assets. He joined the company in 2008 as senior vice president of corporate strategy and was elected treasurer in 2009.

Tony Muscio promoted at Jones Lang LaSalle



Tony Muscio '03

Tony Muscio '03 was promoted in July to senior vice president at Jones Lang LaSalle Hotels. Based in Los Angeles, his primary responsibilities include financial

analyses and underwriting, managing disposition sales processes, and coordination with clients and investors regarding due diligence materials and property logistics. Muscio has been involved in more than \$3 billion of asset sales including, most recently, the Fairmont Orchid Resort, St. Regis Aspen, Sheraton Keauhou Resort, and Colony Palms Hotel. Prior to joining the company in 2004, he worked as a consultant in PKF Consulting's Los Angeles office.

Michael Petrillose tapped for deanship



Michael Petrillose '80, MPS '90

Johnson and Wales University announced in late August the appointment of Michael Petrillose '80, MPS '90 as dean of the Hospitality College on their

Providence campus. Petrillose, who also earned a doctorate in foodservice and

hospitality management from Kansas State University, previously served for six years as dean of the Business and Hospitality Division at the State University of New York's Delhi campus. He began his academic career on the faculty of the Harrah College of Hotel Administration at the University of Nevada, Las Vegas after working in the hospitality industry for more than 20 years. He had held positions as regional vice president of operations for Regis Hotel Corporation, corporate president of Neighborhood Inns of Chicago, and director of hotel operations at the Continental Hotel and Casino in Las

Vegas in addition to his experience with other hotels and resorts.

Larry Stalcup wins Fulbright

Larry Stalcup, ILR '77, MPS '80, an associate professor of hotel and restaurant management at Georgia Southern University, was named a Fulbright Scholar this year through the Fulbright Specialists Program. As such, he spent several weeks this summer taking part in an academic exchange in Thailand with Payap University's International Hospitality Management Program.



Larry Stalcup, ILR '77, MPS '80

During his fifteen-year career at Georgia Southern, Stalcup has also taught as a visiting professor at the Hong Kong Polytechnic University. In addition to his Cornell

degrees, he holds a PhD from Purdue University. ■

Authors

Eric's gift



Harvard professor Howard Stevenson and Eric Sinoway '96

Eric Sinoway '96 has a hit on his hands after the October 2 release by St. Martin's Press of Howard's Gift: Uncommon Wisdom to Inspire Your Life's Work. As Sinoway gives interviews on CNN, NPR, and leading radio stations in major markets across the country, the book is being featured in magazines including Fortune, Worth, and of course the Harvard Business Review.

The book, which he wrote with Merrill Meadow, relates a series of conversations with his favorite professor from Harvard Business School, Howard Stevenson. A renowned business strategist and entrepreneur—in fact, the academic who fixed the definition of entrepreneurship—and an iconic fixture who has inspired historic giving to his university, Stevenson almost ended his four-decade run on a winter day in 2007 when he suffered a massive heart attack on the Harvard campus. Through a series of extraordinarily fortunate circumstances he lived, and his close call inspired Sinoway to record his words for all to share.

"Howard's Gift contains timeless lessons and practical guidance to infuse readers with energy, clarity, and inspiration to pursue a satisfying career and a life lived with no regrets," Sinoway explained in an email. "It is based on a framework that Howard and I developed during hundreds of hours of conversations and his experience teaching students in all fields for over 40 years. The book contains a series of practical strategies that—drawn together and put into action—enable readers to achieve a sense of deep personal satisfaction measured by self-defined benchmarks

for professional and personal accomplishment." *Howard's Gift* is available at Amazon.com, Barnes and Noble, and other bookstores.

More wisdom for managers



Our school's librarian, Donald Schnedeker, recently co-authored a book with Johnson School professor Harold Bierman, Jr., Insights for Managers from Confucius to Gandhi. This unique book brings

together thoughts of great men and women, not found elsewhere as a complete set, that hold special interest for managers. The ideas contained within are universal and apply to all aspects of civilization; as such, they are relevant to both work and life. The book also provides prime examples of how influential thinkers use language to convey their arguments and intentions

effectively —an arguably invaluable tool for modern managers. The book is intended for those studying and teaching general business and management courses and for business professionals and managers, as well as for the general public.

In addition to the two sages named in the title, the book offers insights from such diverse thinkers as Lao Tse, Aristotle, Niccolo Machiavelli, George Washington, Karl Marx, George Santayana, and W. E. B. DuBois. The book is available from the publisher at http://www.worldscientific.com/worldscibooks/10.1142/8221#toc.

The beauty of Jeffrey Bilhuber

Jeffrey Bilhuber '81, owner of Bilhuber and Associates in New York and a noted interior designer whose celebrity clients have included David Bowie, Elsa Peretti, Michael Douglas, and Anna Wintour, has published another beautiful book: The Way Home: Reflections on American Beauty (Rizzoli Press 2011). This lavish

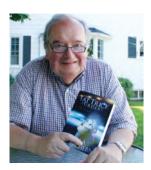


showcase of homes features interiors that he designed in New York City, Connecticut, Long Island, and Nantucket—and the people for whom he did the work—with 200

photographs. His earlier books include Jeffrey Bilhuber's Design Basics: Expert Solutions for Designing the House of Your Dreams and Defining Luxury: The Qualities of Life at Home. All three books are available from Amazon.com. To get a taste of his taste, savor the examples of his interiors at bilhuber.com. Bilhuber was also featured in the February 2012 issue of Architectural Digest and listed there as one of America's top designers.

John MacEachern, killer novelist

Retired Canadian restaurateur John MacEachern '70 has dished up some more tasty fare with his first novel, *The Hat Trick Murders*. When three Cornell



John MacEachern '70

students turn up murdered, Hotelie hero Jack Souster jumps in to prove that his best friend, a future NHL hockey star, is not the guy who did it. He soon

discovers that he's stepped onto very thin ice. "There's hardly any hockey in it at all," MacEachern recently explained to the *Annapolis County Spectator* in Nova Scotia. "I like to think of it as a feel-good murder mystery." Set in 1965, the novel is "a gripping tale of political corruption, courtroom drama and, ultimately, the value of friendship," according to the book's website, www.hattrickmurders. com. The book is available in paperback or for Kindle on that site and at Amazon. com, Barnes and Noble, and other booksellers. MacEachern is already at work on his second novel.

Campus

Thomas J. Pritzker named 2013 Icon of the Industry



Thomas Pritzker, on right, with his father, Jay Pritzker, who co-founded Hyatt Hotels Corporation

The School of Hotel Administration is very pleased to announce the selection of Thomas J. Pritzker as recipient of the 2013 Cornell Icon of the Industry Award. Pritzker will receive the award—recognizing his outstanding success in the hospitality industry and his extraordinary philanthropy—at the fifth annual Cornell Hospitality Icon and Innovator Awards gala and dinner at Cipriani 42nd Street in New York City on June 4, 2013.

Pritzker is executive chairman of Hyatt Hotels Corporation and chairman of Marmon Group, a diversified manufacturing concern. He is chairman and CEO of the Pritzker Organization, a member of the board of directors of Royal Caribbean Cruises, and a founding member and chairman of the board of managers of Bay City Capital, a merchant bank specializing in biotech and life sciences. Over the course of his career, he has built companies in a range of industries including container leasing, pharmaceuticals, and managed care.

In addition to his business interests, Pritzker is active in a broad array of civic, cultural, and scientific organizations and institutions. He is a member of the Business Council, a national organization of CEOs, and the Civic Committee, a not-for-profit organization whose mission is to encourage economic development in the Chicago area. Pritzker is chairman of the Art Institute of Chicago and a member of the Board of Trustees of the University of Chicago. He is also chairman of the Hyatt Foundation, which sponsors the Pritzker Architecture Prize, which is recognized globally as the equivalent of the Nobel Prize in the field of architecture. Pritzker serves on the board of the Center for Strategic and International Studies in Washington, D. C. In addition, he organized the Pritzker Neuropsychiatric Disorders Research Consortium, a unique collaborative effort involving leading scientists from Stanford, Cornell, UC Irvine, UC Davis, and the University of Michigan that is focused on research into the biology and genetic basis of psychiatric disorders.

The Cornell Hospitality Icon and Innovator Awards celebration was first held in 2009. J. W. "Bill" Marriott, Jr. was the first recipient of the Cornell Icon of the Industry Award, followed in 2010 by Charles F. "Chuck" Feeney '56, in 2011 by the Hilton family and the Conrad N. Hilton Foundation, and last year by the Tisch family, including Hotel alum Andrew Tisch '71. This special event, the largest on the SHA calendar, raises funds for the school's scholarships and programs. More than 900 guests from seventeen countries attended the 2012 awards ceremony.

"We created the Cornell Icon of the Industry Award to honor individuals who are both outstanding hospitality leaders and great humanitarians. With these criteria in mind, Thomas Pritzker was a clear choice for our award winner this year," said Michael D. Johnson, dean and E. M. Statler Professor of Hotel Administration. "His business acumen reaches well beyond the hospitality industry, and his philanthropic contributions have helped spur economic development, advance the arts, and promote scientific research. We look forward to honoring Tom at our fifth annual Cornell Hospitality Icon and Innovator Awards."

I&I ad campaign honored



Speaking of the I&I Awards, the advertising campaign developed for the 2012 gala has won an award of its own. The Hospitality Sales and Marketing Association

International (HSMAI) recently selected the fourth annual Cornell Hospitality Icon and Innovator Awards from among 1,100 entries to win the Silver Award in the category of complete advertising campaigns. Cheryl Farr, MMH '04, cofounder and chief strategy and campaign officer for the CSK Group, a branding and strategic marketing firm, is the brains behind the winning ad campaign. CSK and the school will be honored at the HSMAI Adrian Awards gala on January 28 at the Marriott Marquis in New York.

Marriott Student Learning Center dedicated

Three generations of the Marriott family made a return trip to campus to help celebrate the opening of the Marriott Student Learning Center on October 26. Bill Marriott, executive chairman of Marriott International, was joined by daughter Debbie Marriott Harrison, senior vice president for government affairs at Marriott International; son-in-law Ron Harrison, global officer for architecture and construction at Marriott International; grandson Matthew Harrison; and granddaughter-in-law Kourtney Harrison. The center, which opened in August, was funded by a lead gift from the J. Willard and Alice S. Marriott Foundation.

The dedication celebration began with a panel discussion featuring Jan deRoos, the HVS Professor of Hotel Finance and Real Estate; Ron Harrison; Jeffrey Holmes '87, the architect who designed



Ron Harrison, Jill Kobus Johnson, Debbie Marriott Harrison, and Michael Johnson watch as Bill Marriott formally opens the school's Marriott Student Learning Center.

the space; and SHA student Michael Pearlman '14. Harrison applauded Johnson and the SHA community for creating a space that is "an intersection of how students learn and the best of what we're doing in the hotel industry."

Inspired by recent design trends for hotel lobbies and airport business lounges, the Marriott Center includes quiet areas for individual study, computer workstations where students can access digital resources, rooms for team meetings, practice presentations and group study, and social areas for relaxing between classes and meeting friends.

A powerful new tool for alumni

And on the subject of digital learning, JSTOR, one of the most popular archives of scholarly journals, is now part of the suite of databases available to Cornell alumni for free, with their NetID. This full-text archive is fully searchable and includes articles from more than 1,000 journals in the humanities, social sciences, mathematics, music, ecology and botany, business, and other fields.

The library's recently revamped Alumni Access program (http://alumni.library. cornell.edu) is dedicated to expanding e-resources to help alumni stay up to date with academic disciplines or explore new topics, including business and job-related information.

Prospects for growth in global hospitality real estate

The following conversation took place in October 2012 between Adam Weissenberg '85, vice chairman of Deloitte and Touche's travel, hospitality, and leisure sector, and Jan deRoos '78, MS '80, PhD '94, HVS International Professor of Hotel Finance and Real Estate and executive director of the school's Center for Real Estate and Finance.

Jan deRoos: I've seen in the last two or three years that hotel investors have to worry a lot more about what's happening outside of their city, their region, even their country, because it impacts them so heavily. Is that your view?

Adam Weissenberg: I'm an optimist. I still think things are relatively good overall for our industry. The U.S. is coming back; we're still on the upswing. I see that in business travel, and group travel continues to grow. If you look at China, with eight-percent GDP growth, there's still plenty of opportunity for our industry to penetrate and expand. Brazil is preparing for the World Cup and will be preparing for the Olympics. Some worry about southern Europe, but it probably gets more press than it warrants. People want to travel. They don't want to give up their vacations, so if they can still spend, they will. On the business front, you have to travel. You saw what happened when we cut back on business travel after 2008; it had a major impact on companies' growth.

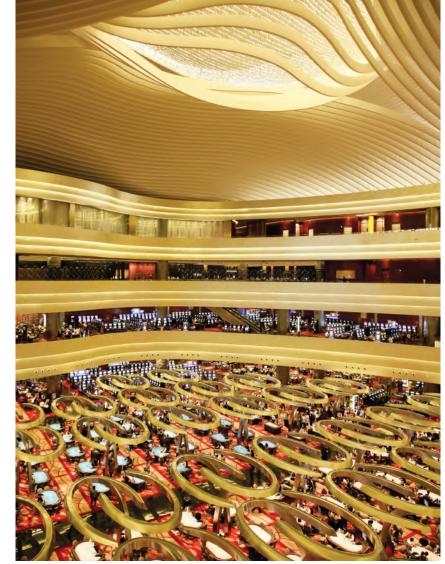
deRoos: So are we really deeply into a good cyclical expansion?



Jan deRoos '78, MS '80, PhD '94



Adam Weissenberg '85



The action at Singapore's Marina Bay Sands is a sign of the growing popularity of gaming among Asian travelers.

Weissenberg: I think so, though it may be a bit slower than in the past. Unemployment just went below eight percent, but that continues to be a high number for the U.S., and is perceived as a negative. In places like Spain and Greece, unemployment is over 50 percent for youth. On the other hand, I still think there's growth out there, and we continue to expand in the U.S.—we're not in a contraction phase at all. Maybe a little bit of a contraction in Europe, particularly southern Europe, but outside of that, I think the world still has the potential for lots of good things to happen.

deRoos: Let's take a look around the globe. Headline in the U.S.: fiscal cliff—decision-makers appear to be waiting until after the election to do anything in terms of hiring, travel... Do you see that, and will the floodgates burst, no matter what, as certainty brings clarity?

Weissenberg: There's clearly a lot of uncertainty around the election, and depending on who wins, we might change somewhat in terms of regulation, taxation... But whoever wins, I think there will still be opportunities. Companies are saying: Before I hire anybody, before I expand into another country, I need to think about the implications of a new government. But the balance sheets of companies are very strong; in general, there's lots of cash. And you can only leverage your existing employees so long before you actually have to hire somebody and create some new jobs. We've kind of reached the tipping point in terms of getting productivity out of the current talent pool in our industry.

Outside the U.S., it depends on which country you're talking about. We have new governments in Greece and France. In France they're raising taxes; in Greece, we'll see what kind of bailout they get. I do think there are still plenty of expansion opportunities out there, and after our election, at least, that will open up some more spending, and hopefully some hiring.

deRoos: So you're a glass-half-full kind of guy. There's opportunity in Europe; even though there may be some short-term distress, long term it's a net positive: Europe can either grow out of its problems or they can fix their structural issues.

Weissenberg: I don't think the euro is going to fall apart. The E.U. is going to continue to work through their issues. Also, the U.K. seems to be leveling off a little bit. We'll slowly start to see some growth in Europe, because clearly you can't work your way out of these problems by cutting forever.

I am definitely an optimist. I look at our own business—we're having a really good year. It helps that our firm is in 20 different industries. Some are going up and some are going down, but my own travel hospitality and leisure practice is having a great year.

deRoos: I hear that echoed here. The managing director for real estate for one of the French-based banks, a very active

Insights from Innovators

M&A [mergers and acquisitions] firm, told me recently that they moved their whole M&A team back to Europe because they see opportunity in the next eighteen months.

Weissenberg: I see plenty of opportunity for M&A. If I owned a hotel in Spain I might be worried, but that's probably even not true, because inbound travel to Spain, with the weakened euro, is going up. The tourism market seems to be holding on in Spain.

deRoos: In China, growth is slowing from a rate approaching ten percent to an annual rate of six, seven, eight percent; is that a good thing? Historically, China had two speeds: "full speed" and "stop". It appears that the economy is learning to modulate the pedal.

Weissenberg: Let's talk macro China first and then talk about our industry. In macro China, they're feeling the impact of Europe. Europe was their number-one export market; the U.S. has now become their number-one export market again.

The Chinese government is doing what it can, and traditionally does, to stimulate the Chinese economy: helping the credit markets, creating massive infrastructure investment—we read about these "ghost cities" that they've built—so clearly the slowdown is there, and I don't know how long China can continue to make these investments. On the other hand, you have a change in government happening there in November. This happens once every ten years, so this is a major event. As in the U.S., I think there's some waiting to see what will happen with this new Chinese government.

When you take that to our industry, eight percent GDP growth is huge! Business travel in China is forecast to bypass the U.S. in 2014. In our industry, there are many significant opportunities. The challenge is dealing with the regulation—you don't know where that's going to go, but I think you're crazy if you don't have a strategy around investing in China and thinking about the outbound Chinese market. That's a massive population becoming more and

more wealthy; people are leaving China more and more to travel. It ought to be very high on any company's list.

deRoos: So let's bring it down to the ground. What do I do, if I'm in the industry in the States, to prepare myself for the next five years or so? Is this a time to invest, to put the pedal to the metal and to capture as much as possible of the strength that I see, or is this still a time to be tentative?

Weissenberg: This is going to sound very self-serving, since this is what we do, helping companies expand, but I think, absolutely, you should be investing right now. A lot of companies have recognized that—particularly in our industry, where you have really old technology. We have not traditionally been cutting-edge when it comes to thinking about customers and brand. So yes, put that pedal to the metal and invest!

Technology is key, and let's bring that down a bit more to data analytics. You have so much information on your customers right now that the industry is not using. You have to create unique experiences that will continue to build brand loyalty for the next five years. How are you going to do that? Invest in technology. There's only so much you can get through service; it's important to invest in hiring the right people and training and developing them, but you also have to invest in the technology to be able to support all of that. You have all this data, but you have to be able to use it. So bring social media and your online strategy into your overall investment plans. I think that's crucial. I think the big brands are getting it and are clearly looking at increased investment in technology.



Some countries in Africa have considerable tourism development potential.



Development continues in the Middle East, a tourism hotspot. The five-star Hyatt Capital Gate opened last year in Abu Dhabi.

The other piece is that having a global expansion strategy is key. I think that a lot of companies have approached expansion somewhat haphazardly. I think you really have to have a strategy in place that thinks about what the markets will be five, ten, 20 years from now. A hot area to discuss now is Africa—massive population, tons of natural resources, unbelievable GDP growth in certain countries; these things have to be on your radar.

deRoos: So, what are the biggest surprises to you in terms of markets that will emerge and exhibit strength for the next ten to 20 years? You mentioned Africa; what are the other markets?

Weissenberg: Vietnam seems to be a big one now, which is amazing to me when you look back at our history. But on the other hand, if you look at the miles and miles of beaches that Vietnam has, their somewhat service culture—a little bit of chaos, but there's clearly opportunity there. If you look at Indonesia and Malaysia, I think there are clearly other opportunities spreading out into Southeast Asia.

deRoos: Do those markets want the same thing as what I'll call a Western market? Is it a different product, a different technology mix, a different service mix, or is it that we want to consume leisure, we want to consume group product, we want to be able to meet?

Weissenberg: I think there's a little bit of each. Let's take Vietnam's internal market. Gaming seems to be at the forefront of what's being developed. That's being developed to bring in people from outside the country, but clearly at some point the Vietnamese, who have a gaming culture, will want to go gaming. Look at Singapore, look at Macao, at the demand there for gaming; clearly that's an area of opportunity. In Vietnam, as it becomes more of a place where manufacturing is setting up, there will be more and more people traveling into Vietnam from both a business and a leisure point of view. That creates demand for Western-style hotels within Vietnam. Talking about inter-Vietnamese travel, no, we're not there yet; that's probably way off in the future. But just getting the number of hotels needed to deal with what's going to be more of an influx of Westerners, I think that's the first step.

deRoos: Is Russia still a great bet, or is that becoming increasingly difficult?

Weissenberg: Yes, it's a difficult place to do business. For a Western company, I think the challenge—and I'll add India to the mix, also—is getting business done with Western values. I think there's a lot of interest in both of those countries; there's a lot of demand in Russia, and there's a lot of demand in India. Western companies, and particularly U.S. companies, are subject to the

Foreign Corrupt Practices Act; what in other places may be considered business norm may be borderline gray as a way to do business. I don't see any changes in Russia relatively soon that are going to create a significant demand. India, on the other hand, has slowed down because a lot of Western companies found challenges, but I still think, long-term, that's going to be a big market. It's such a huge population.

deRoos: The "stans"—Kazakhstan, Uzbekistan, those resource-driven markets, do they have interest to you? I see plans for things like ski resorts with 6,000 villas. The scale of things that are being built in that area is just stunning. Or is that all empty?

Weissenberg: I think there's some real interest there. What we haven't talked about either is the Middle East-the UAE, Dubai, Abu Dhabi, those countries. But focusing just for a minute on eastern Europe, it's outside the Euro Zone, which has gotten very expensive. There are a lot of people, particularly the Germans, who are looking for deals and who like to travel a lot. I think there are business opportunities in those countries, and I think that is driving the demand. The real estate market for buying around resorts seems to be picking up. However, you take some risks with the governments there.

Going back to the Middle East, I think that Dubai will continue to grow as a destination, and the fact that Emirates Airlines is building their hub from there and continues to expand the number of airplanes, the things they're doing to create resort-style destinations. You have many Russians going there, people from Saudi Arabia and from Iran going, some Indians going, so I do think that's another hotspot.

Eloise: The next generation

Amruda Nair, MMH '07, cousin Samyuktha, and sister Aishwarya stand behind grandparents Krishnan and Leela Nair poolside at the Leela Mumbai. Leela is holding brother Aushim.



Jason Cotter '03 (the tall boy with glasses, back row center) celebrated his twelfth birthday by baking cakes with the chef of the Waldorf Astoria. Afterwards, the boys played hide-and-seek in the Grand Ballroom. At right is Jason's father, Richard '77.

Room Service!

Chances are, these are the first words that come to mind when you picture Eloise, the imperious six-year-old denizen of New York's Plaza Hotel, who was brought to life in 1955 by author Kay Thompson and illustrator Hilary

> Knight. Their first book, Eloise: A Book for Precocious Grown-ups, introduced a refreshingly different child protagonist, a little girl who crayoned walls, combed her hair with a fork, called a valet to iron her sneakers, pretended to be an orphan so hotel guests would pity her and give her treats, fiddled with the thermostats, hid in the Grand Ballroom, careened around hallways, and generally owned the place. Eloise was raised by her ever-indulgent Nanny

> > with companionship from her pug, Weenie, and her turtle, Skipperdee; a poster child for the ultimate hotel experience. Home away from home, with benefits. Ultimate freedom. Where were her parents?

And what would it be like to *be* Eloise?

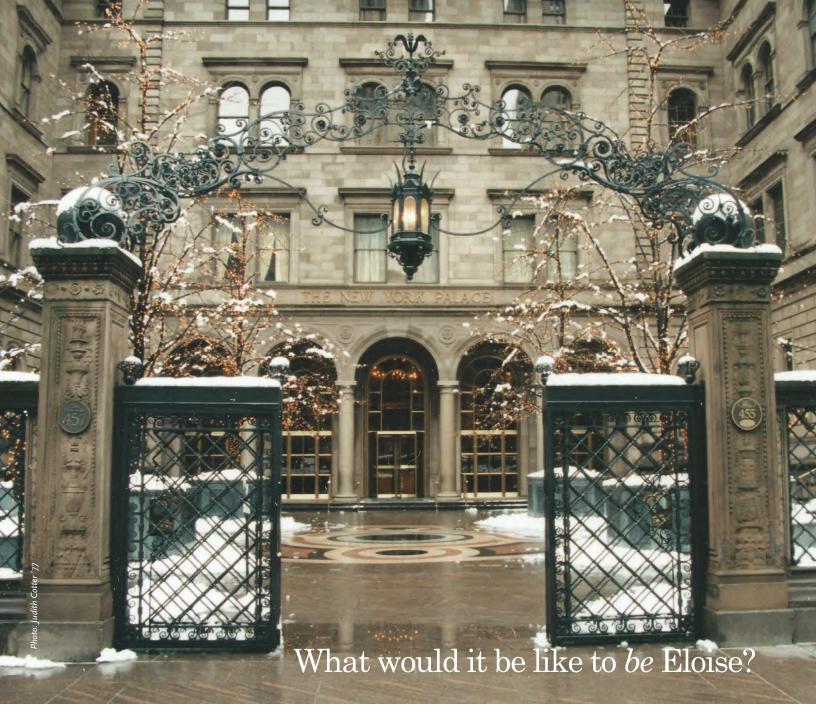
We spoke with some real-life Eloises: Jason Cotter '03, Amruda Nair,

MMH '07 and her sister, Aishwarya, and Alexandra Jaritz '97. Not only did they grow up in hotels (*steeped* in hotel cultures)—all four chose to go into the hospitality business. What sort of gravitational pull did these mostly

fabulous childhoods exert on their career choices? What were the pros and cons of hotel life for these children and teenagers? And how did that life prepare them for the hospitality industry?

Jason is a fourth-generation hotelier. His parents, Richard '77 and Judith '77, met and fell in love at Cornell, marrying before graduation from the School of Hotel Administration. His father was a general manager (and later the man in charge of all East Coast Starwood hotels); his mother ("a foodie") also worked for many years in the business. Jason grew up primarily in New York hotels: the former Omni, then Sheraton, in Manhattan (as the Omni, it was the first hotel he lived in; as the Sheraton, it was the last), the Waldorf Astoria, the New York Palace, and the St. Regis, with a few years at the Beverly Hilton. That's a lot of elegance for a small child, and before our interview, Jason confessed, friends and family warned him of the possibility of sounding too privileged-Eloise was, for all her lovability, a bit of a spoiled brat! Jason, it is clear from our conversations, is not.

Alexandra's parents met and fell in love in a hotel—when her mother worked in public relations for InterContinental in Germany and her father was in food and beverage operations. Alexandra was born in Germany but grew up in Malaysia, Jordan, Dubai, Thailand, and India. "The first time I lived outside of a hotel," she said, "was in my college dorm at Cornell!" Alexandra was always conscious of the world outside the lobby—the beauty, the variety, but also the poverty and political unrest. Consciousness of others—their goals and dreams—has informed her work, particularly when it comes to under



standing the complex relationships between franchisees and management in the hotel business.

The Nair sisters are the granddaughters of Captain C. P. Krishnan Nair, founder of India's Leela Palaces, Hotels, and Resorts. They grew up at the Leela in Mumbai, the company's uber-elegant corporate base, and have been closely and adoringly followed for much of their lives by the Indian paparazzi. Leela has had its ups and downs, and the Nair sisters have witnessed firsthand the power of family as they have come together to revitalize a brand that faces economic and cultural challenges. They

joined the company's management team three years ago, Amruda in charge of corporate asset management, Aishwarya in charge of corporate food and beverage.

The lifestyle

Jason has fond memories of 13Y, the suite he lived in with his family at the Waldorf Astoria, and of the balcony off the family suite at the Sheraton that looked down onto Times Square. When his father managed the St. Regis, the family was given a townhouse next to the hotel. It was the first time

the family could go home without going through the hotel lobby. "There's a lot of gossip in hotels. At all hours, someone is watching your comings and goings," he said. That might be a drag for a New York teenager, but any difficulties were offset by the sheer coolness of throwing dinner parties with room service, or having your tenth birthday party in the Waldorf's Grand Ballroom. Need a blow torch for the crème brulee? Call down to Lespinasse and have the chef send one up! When the family lived at the New York Palace, home was a corner suite on the forty-fifth floor with views east and west, a suite that today rents for \$10,000 a night. "Nonetheless,

Hotelies Afield



Alexandra Jaritz '97 with her mother

I used to do my homework in the lobby," Jason laughed. "I remember how thrilled my mother was to pick out the furniture. There was something normal about designing a home from scratch."

The Nair sisters described a similar process of creating a sense of home within a hotel. "Our mother was very particular about what we ate, and

the family's meals were always prepared in our own kitchen in our suite or my grandmother's," Amruda said. "Room service was just a phone call away but was allowed only once a week."

The pros

Perhaps it's not surprising that all of our Eloises reserve their fondest memories for the people who worked in the hotels they inhabited—their extended family. For Jason, it was the bellman at the St. Regis (he recently took his fiancée back to meet him), and the wonderful women in housekeeping at the Waldorf. For Alexandra, it was the Austrian pastry chef, Manfred, who taught her how to make pastries and chocolates and the driver who took her to school each day in Bangkok. "I will never forget the time I had to take the baccalaureate exam in Thailand," she relatd. "You couldn't be late. You couldn't miss these exams. That day there was rioting in the streets—it was really quite dangerous. Our driver risked his life to get me to that exam. He waited for me until I was finished." It was clear that she was quite moved, remembering this story, and that the support she received made her feel a part of a community.

Another plus for all our Eloises was having the family close—being able to drop in on Dad in his office upstairs. Home was wherever the family was. The Nair sisters grew up in one hotel, but Jason and Alexandra moved quite a bit. Both Hotelies emphasized the benefits of all that movement. "I grew up very quickly," said Alexandra, "with a level of sophistication that comes from living in other cultures. Home was always where my mom and dad were. As an adult, I can make home anywhere with the help of a few special things and my favorite foods."

Room service, it turns out, held less of a daily appeal. "Sure, it was great to order room service if no one felt like cooking," said Jason, "but ordering Dominos was also special." "You can only have room service for so long," Alexandra said. "I never, however, got sick of chocolate!" "The novelty of room service wears off," Amruda agreed. "Even today, the only time we end up ordering in is when we have friends over who get a kick out of it. Left to us we would still opt for what is prepared at home. We've been conditioned to prefer simpler, more traditional food!"



When Jason Cotter interned at age 17 with Jacques Torres at Le Cirque, he rode the elevator down to work from his family's suite at the New York Palace

Jason, on right, poses with his dad and brother Christopher in the garage of the Waldorf Astoria. The limousine behind them belongs to President George Bush, Sr.



The cons

"In spite of the fact that I knew all the secret entrances, it was almost impossible to sneak out at night," Jason remembered, "without my father reading about it in his morning report."

Alexandra sought out quiet places in the various cities her family lived in—temples, museums, parks.



Left: Amruda Nair and her grandparents welcome Prime Minister Margaret Thatcher to the Leela in 2004 Right: Eloise times three: Amruda, left, with her cousin Samyuktha and sister Aishwarya

"The downside," Amruda and Aishwarya explained, "was the lack of privacy. But the flip side is constantly being surrounded by people," clearly a good thing in both their books.

"My mother worked hard to create a kind of normalcy," said Alexandra. "She cooked German food and had German newspapers, no matter where we lived. She created a safety net. And she was strict—she made sure that I cleaned up after myself, made my own bed. She made sure that I was appreciative and respectful." "It's not easy," said Jason, "getting away from work when you're the GM."

Alexandra's mother worked in local orphanages in Thailand, bringing home many stories of children less fortunate than her own. "I knew," Alexandra said quietly and firmly, "that the people who worked in the hotels I lived in did not go home to luxury hotels."

"We know our childhood was different," said Aishwarya, revealing a downside to hotel life that hovers in the background of Eloise's story as well. "Our school friends had neighborhood kids to play with when they got home. We only had each other."

Shenanigans

While Jason remembers rollerblading through the lobby of the Beverly Hilton and signing for brunch for friends, Alexandra says she was not particularly mischievous as a child or teen. "I never felt I needed to break any rules," she said, with just the tiniest trace of

wistfulness. "I was representing my father in these hotels and I knew it. I was on my best behavior. There were always dignitaries and important people visiting."

In a scene reminiscent of the Polar Express. Jason remembers his father waking him up one night when he was nine or ten and taking him downstairs to the Grand Ballroom to see... the Barnum and Bailey Circus performing for a private party! Alexandra remembers helping her mother, in their first of ten years in Thailand, to decorate seven enormous Christmas trees to be placed around the hotel. Then there was the time she went with her father to visit an offshore resort he was managing in the United Arab Emirates, two hours out to sea. When she could no longer ignore the terrible pain in her side, her father had to ask permission of the local sheik to have a doctor see her, because the closest hospital only treated men. After receiving the official okay, Alexandra had her nearly bursting appendix removed. She awoke from surgery surrounded by police officers and the press—the first female ever to be treated in the midst of all those oil rigs.

Amruda and Aishwarya remember a lot of "scampering around." "I remember one time," Amruda said, "we were playing Treasure Island on top of the artificial waterfall that our all-day dining restaurant overlooks. To my grandfather's disbelief, while he was entertaining a guest, he spotted one of us slipping and falling into the pond below!"

The sisters recall "conjuring up schemes to trick the staff. Playtime would involve

hiding kitchen tools and staff uniforms and raiding the ice machines. We just celebrated the hotels' twenty-fifth anniversary, and a staff member who is still with us remembers the time when he was the pool attendant and we fooled him into leaping into the pool in full uniform to rescue us as we pretended we couldn't swim!"

Eloise would be proud.

Sure, there were celebrities—
Alexandra's family was allowed to use their neighbor King Hussein's yacht in Jordan. Rodney Dangerfield held court at the Beverly Hilton when Jason lived there, while Woody Allen was often seen at the St. Regis. "We learned pretty early how to be discreet," he said. "The Waldorf was where presidents visiting New York always stayed. It was pretty cool to say you were late for school



Jason Cotter (in the striped sweater) and a few of his 21 cousins celebrate New Year's Eve on the steps of the St. Regis. Joe Graham '03, his Cornell roommate, is in the second row at left.

Hotelies Afield

because of the president!" Discretion, however, was always the name of the game.

Going into the business on the inside track

Alexandra remembers that one of her favorite things was doing room checks with the chambermaids. "I had a little clipboard," she laughed, "I'd make sure the bathrooms were clean and the beds were made properly." She also had a fondness for switchboards. Jason liked taking guests on tours of the Waldorf. "I was the youngest concierge on staff."

All four Eloises learned valuable lessons watching their parents face challenges. Jason remembers watching his father deal with unions while helping Steve Wynn bring the Wynn Resort and Casino in Las Vegas to five-star status. Jason, who also worked for Wynn, remembers his father's grace under pressure. "Hospitality in Las Vegas," he said, "is a little different from what I was used to, but my background helped me understand that culture faster and better. In this business, you need credibility, and credibility comes from experience and reputation." Jason's father, he said, thought his son was crazy to go to Cornell and pursue a career in hospitality. "He worked so hard—he'd often come to dinner and go back to his office," Jason said. He is proud of the way his father renovated the landmark New York Palace, transforming it from a three-star to a five-star hotel and bringing in the famed restaurant, Le Cirque.

Alexandra knew she did not want to go into operations. "My dad was on call 24/7," she explained. "He worried



Amruda Nair, MMH '07

that operations was the toughest part of the industry—too tough for me!"

Alexandra, who speaks German, Thai, French, and Arabic, learned how to adapt to a variety of cultures. What that means, she explained, is that "I learned how to listen. Just because someone is nodding and smiling doesn't necessarily mean they agree with you." She was also fascinated, at a young age, by the numbers involved in running a hotel. "I wanted a big desk like my father's. I wanted to spend my days looking at P&L statements. He made it look like fun. From him, I also learned what it means to be a manager, particularly when it comes to the relationship between owners and management interests. My dad was tough, but fair." It was a challenge for Alexandra, coming to the United States, to learn how to be assertive. "I'm German on the outside and Asian on the inside," she laughed. "It was almost impossible for me to learn how to challenge a professor, but I did." Remembering how her father felt when

Aishwarya Nair

he got instructions or yet another set of Standard Operating Procedures from Management (often thousands of miles away) has helped Alexandra to better understand how the franchisees for Choice feel. "Often our owners are from different backgrounds—Indian or Asian, chasing the American dream—these are hardworking people. It's important to understand how they feel."

Amruda has said that she got her love of numbers from her father, Vivek Nair, who is vice chairman and managing



Jason Cotter '03 with his mother, Judith '77, and his fiancée, Laura Cleary, at the Raleigh Hotel in Miami Beach, where the couple will marry on March 13

director of Leela, and her love of literature from her mother, Lakshmi, the editor-in-chief of the Leela Group's luxury lifestyle magazine.

Both Jason and Alexandra surprised themselves by going into the business. Alexandra spent a while deciding. She took a year off after high school and lived with her dad at the Crowne Plaza in New Delhi. "I just wasn't ready to leave that world," she said. She came to Cornell and spent the first year in Arts and Sciences before succumbing to gravity and entering hotel administration. Right away, she knew she was where she belonged. "There was something familiar about the people in hospitality. It felt like home immediately." Still, after graduating, she resisted the pull. "Everyone was going to Wall Street, so I went to Lehman Brothers. Talk about learning the hard way! There was nothing hospitable about it!"

The Nair sisters, on the other hand, had little doubt about which line of work to go into. Amruda got her BA in economics in Mumbai, another BA in international hospitality from CHN University in the Netherlands, and a master of management in hospitality from Cornell as well as a postgraduate diploma from the London School of Journalism. Aishwarya has a BA in hotel and restaurant management and a graduate degree in culinary arts management, both from the Culinary Institute of America.

"Our grandfather taught us how to take risks and dream big," said Amruda, remembering the patriarch who started the family company. "Our father taught us diligence and the importance of every detail. Our mother taught us to be true to ourselves; humble and thankful for our blessings."

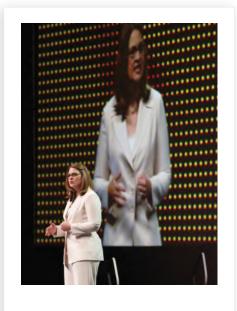
Hospitality, Inc.

Amruda, who heads corporate asset management for Leela, and Aishwarya, in charge of corporate food and beverage, said that the biggest lesson they learned was "the importance of being welcoming. Playing host is now part of our DNA. We also got to see how much hard work in the back of the house goes into making everything perfect for the guest out front. I think," said Amruda, "that it has made us more appreciative of the staff. We understand that hospitality is not all glamour. It requires a lot of patience and preparation."

Alexandra is a senior vice president at Choice Hotels, where she manages over 90 people. She currently works exclusively on domestic properties but says that the company has plans to expand internationally and that she'll be able to use a lot of the skills she acquired growing up around the world. She is fierce on the subject of diversity and the importance of respect for people from other backgrounds. "As my dad always said, 'Walk a mile in the other person's shoes..."

"My childhood," said Jason, who is now the Brilla Group's vice president of asset management and information technology in Miami, Florida, "was spent in the glory days of those hotels. The St. Regis and the Waldorf defined luxury." Alexandra tells a similar story. "Some of the hotels I lived in in Asia and India were massive, and yet the caliber was often higher than that of similar-sized hotels in the States. With eight restaurants and endless meeting rooms, they were really little villages. There were births and deaths, celebrations and divorces. It was a community."

The Waldorf, noted Jason, is not a small hotel—it's the size of a city block. And yet, there was a sense of family



Alexandra Jaritz '97 addresses the Choice Hotels annual convention in spring 2012

there. Jason remembers an elegance in the hotels he lived in that is all too rarely seen nowadays. Alexandra speaks of the beauty and grace in the service culture. When Jason speaks, there is more than a bit of nostalgia for a childhood that, like Eloise's, may not be replicable.

And yet, it seems, there is still a bit of Eloise in all of us. "I took my eighteenmonth-old daughter to Niagara Falls recently," said Alexandra. "We stayed at a Comfort Inn. Seeing her run up and down those hallways brought something back. She was having the time of her life. Years ago, I was just like her..."

Did you grow up living in a hotel? If so, we would love to hear your story. Please drop us a line at communications@sha.cornell.edu. We will share excerpts online and in the next issue of *Hotelie*!

Industry Focus



for America

by Sandi Mulconry



rom 2000 to 2010, the world discovered travel and tourism. Thanks to a growing middle class in Brazil, Russia, India, China, and other countries, world travel increased by 40 percent.

But after September 11, 2001, the United States got left behind. During that same period—as other countries stepped up their marketing efforts and made it easier for tourists to visit worldwide overseas travel to the United States grew by just one-and-ahalf percent. That caused a 30-percent drop in market share—from seventeen percent to less than twelve percent. "In the well intentioned need to protect America after 9/11, we put many measures into place, the fallout of which was a loss of market share," said Roger Dow, president and CEO of the U.S. Travel

"We had to convince Congress of the importance of a national tourism campaign."

Association. "If we had just grown at the same rate as the rest of the world and kept our share from 2000, we would have had another 78 million people visit the United States, spending \$606 billion in the U.S. economy, adding \$37 billion in new taxes, and employing 467,000 Americans. That's a big opportunity lost."

The decade's losses weren't confined to hotels, restaurants, and other tourist expenditures, either. Dow said that international attendance at conventions and trade shows fell by 20 to 25 percent. "There were a phenomenal number of deals that weren't done and American products that weren't bought."

"After 9/11, the entire travel industry took a nosedive, as did the number of inbound travelers into the United States," said Marlene Colucci, the American Hotel and Lodging Association's executive vice president in charge of public policy. "As an industry, we knew we had to turn things around. We had to convince Congress of the importance of a national tourism campaign, that it could be done without U.S. taxpayer money, and that it would indeed result in an economic benefit for the entire country. Everyone was really focused on the fact that bringing



"Discover this land, like never before" is Brand USA's welcoming message to international visitors to the United States

people to the United States was not only good for our industries, but good for the country and good for the economy writ large."

The U.S. Travel Association took the lead, forming the Discover America Partnership. "We reached out to the big players and put together two-and-ahalf million dollars to begin showing why a promotional effort was needed and

what the challenges were," Dow said. "We pointed out that in 2000, the United States had a seventeen-percent share of the overseas inbound market and that it had slipped to twelve percent by 2010—a 30-percent loss of market share. Our piece of the pie was shrinking and there were three main challenges—the difficulty of getting a visa from many countries after 9/11; the perception that other countries were more welcoming;



In June 2012 the SHA devoted the tenth edition of the Dean's Leadership Series to "Expanding International Travel to the U.S." Participating in the discussion at the Hay-Adams Hotel were, from left: Steve Joyce, president and CEO of Choice Hotels International; Jim Abrahamson, CEO of Interstate Hotels and Resorts; Marlene Colucci, the American Hotel and Lodging Association's executive vice president for public policy; Chris Nassetta, president and CEO of Hilton Worldwide; Roger Dow, president and CEO of the U.S. Travel Association; Dean Michael Johnson; and Jim Evans, then-CEO of Brand USA.

the United States, while every other country saw travel and tourism as the front door to economic development. "So we began to point out the hundreds

and the fact that we weren't promoting

of billions of dollars that had been left on the table, and we got more and more people to understand the ramifications," he said. After years of concerted effort by the travel industry and several rounds of votes (it passed the House three times and the Senate twice), the Travel Promotion Act was signed into law by President Obama in 2010. Specifically, the act aims to promote the United States: enable and enhance travel and tourism to and within the United States: provide world-class customer service and visitor experience; coordinate efforts across government; and measure results.

One provision of the act was the creation of a Travel Promotion Fund. "The genius of this is, we allocated money that came not from U.S. taxpayers, but from incoming travelers who used to be required to have visas," explained Colucci. "So if you're coming in from Germany or Italy, for example, which are now visa waiver countries, you no longer have to pay a \$160 fee or incur the costs associated with having to visit the American consulate, which



Marriott International recently launched its "Li Yu" program in Asia

can be hundreds of miles away. You pay a small fee every two years of fourteen dollars, ten dollars of which is allocated to the fund. (The additional four dollars goes to Homeland Security.)" As long as the industry contributes matching dollars in cash or in kind, the fund provides up to \$100 million each year to promote travel and tourism. According to Dow, \$200 million is now in the pot. "The money is coming in faster than anyone had expected," he said.

The Travel Promotion Act also created the Corporation for Travel Promotion, with an eleven-member board that Dow describes as "a Noah's ark of the travel industry." That, in turn, led to Brand USA, a public-private partnership that is now embarking on a marketing program whose goal is to increase international travel to the United States by 50 percent—to a total of 100 million visitors a year by 2021.

In January 2012, President Obama established the Task Force on Travel and Competitiveness and charged it with developing a national travel and tourism strategy; the document was delivered in May. "It happened with lots of dialogue, lots of people involved at every level, working their own district congressmen and senators," said Dow. "What seemed like overnight was really three years in the making." The strategy identifies two key roles for the federal government: expanding the government's promotional efforts to market the United States as a destination, and enabling greater facilitation of travel to and within the



Marriott's "Li Yu" means "Serve with Courtesy"

United States. "This strategy recognizes the industry for its fundamental contribution to our economy, national security, and public diplomacy," said Dow.

"It's been a real team effort," said Jim Abrahamson, CEO of Interstate Hotels and Resorts. "U.S. Travel enlisted a very broad coalition of major corporations, destinations, convention bureaus, travel-related businesses, the rental car industry, cruise lines, online travel agencies... really, every element of the hospitality industry is covered under this venture."

Easing the visa process

To achieve the goals of the Travel Promotion Act, the American Hotel and Lodging Association, the U.S. Travel Association, the U.S. Chamber of Commerce, and other allies in the travel industry continue to work with Congress to support reforms to the visa system. One such effort is the JOLT (Jobs Originating through Launching Travel) Act, a bipartisan jobs bill to encourage international travel and business in the United States.

"Historically, we haven't had a market-based visa system," said the AH&LA's Colucci. "So, for example, we know that there is a great deal of demand on the part of travelers from Brazil and China, and yet we don't make it easy for them to come. In fact, in China, we make it particularly difficult by not having enough consular offices in the country to process visas, requiring people to travel long distances. The impetus behind the JOLT Act is to say: Let's make some changes to our system



to increase the number of people able to get visas from countries that want to come here and spend money. Advertise, get people excited, but then let's not make it so difficult for people who want to come here that they decide to go elsewhere, because they do have other options."

The JOLT Act calls for visa wait times in China, India, and Brazil to be shortened to under three weeks; introduces a pilot program for premium processing, in which travelers pay an extra \$100 to receive visas overnight; and seeks to add a dozen visa waiver countries, from which just a passport is required for entry to the United States. "The emphasis at the moment is on Brazil, Argentina, Chile, and Poland," said Dow, who noted that Taiwan was just added to the visa waiver program on November 1. "Countries entering the Visa Waiver Program sign a treaty with the United States that adds a ton of security measures, allowing for inspections and information and technology sharing," he said. "When South Korea entered the Visa Waiver Program, its visitation to the United States increased 46 percent over eighteen months, as compared to four percent elsewhere around the world. This is like opening a faucet. If we can get visa waivers for countries with



The industry finds its voice

Travel and tourism is one of this nation's largest industries, and continues to be one of the prime drivers of our nation's economic recovery. It supports one out of every nine jobs—more than the automobile, insurance, and chemical industries combined. Travel and tourism is responsible for annual revenues of \$1.9 trillion in direct and indirect spending and directly generates \$124 billion in annual tax revenue for local, state, and federal governments.

Domestic and international travelers to the United States spend \$2.2 billion a day. That's \$25,778 per second. Last year, foreign nationals spent more than \$152 billion in travel to the United States. That spending supported 1.8 million jobs and represented 8.7 percent of U.S. exports of goods and services.

Since March 2010, the industry has created 291,000 new jobs, doing so at a pace 29 percent faster than the rest of the economy. "We're adding jobs faster than any sector in the United States, and doing so across the board—from Fargo, North Dakota to Fort Lauderdale," said Roger Dow, president and CEO of the U.S. Travel Association. In terms of jobs, the lodging industry has seen the largest rate of growth within the hospitality industry, creating twice as many jobs as construction and real estate combined.

"Our industry would create even more jobs if we could get more international travelers," said Debbie Marriott Harrison, senior vice president for government affairs at Marriott International. Currently, one U.S. job is created for every 35 overseas travelers who visit the United States. According to Dow, reaching the

goal of 100 million international visitors would add between 800,000 and one million jobs to the U.S. economy. "These are good jobs, and great careers," he said. "This industry is among the top three in America for longevity and career progression." His own career is a case in point—prior to taking the helm at U.S. Travel, he had a 34-year career at Marriott, where he began as a summer lifeguard.

"The hotel business is one of the few industries where you can start at the ground level and work your way up to CEO," said Jim Abrahamson, CEO of Interstate Hotels and Resorts. "If you're an entry-level, unskilled laborer, it's your ticket to the middle class, to senior management. We have to change perceptions about what these jobs are."

The U.S. Travel Association has been working that front for years. "We've done a lot of work to dispel the notion that people in the travel industry are a bunch of ticket takers and hamburger flippers, but there's still a long way to go," Dow said. "When you look at full-time employees in the industry, we pay almost \$18 an hour, which is close to the national average."

Abrahamson noted that while manufacturing and other jobs get outsourced, travel and tourism jobs don't. "As an industry, we found our voice around how we create economic value for the country," he said. "That's a big motivator right now—anything that's connected to job creation and offsets the balance of trade, which inbound international travel does. These are probably the two hottest topics in the political dialogue, and we're front-and-center on both."

Industry Focus

legitimate travelers, the upside to the economy, to jobs, is huge."

The JOLT Act has received widespread support. Twenty-two senators and 27 congressmen, equal numbers from both parties, have signed on as cosponsors. Although it had not yet come up for a floor vote as *Hotelie* went to press, significant progress on wait times had already been made. "The State Department and the Department of Homeland Security have really improved the process," said Colucci. "Wait times were once over 100 days, and we've now gotten them down to under ten days, and in some cases, two or three days, while maintaining safety and security." "The bottom line," said Dow, "is it adds more jobs and more revenue. It's a bill that makes common sense."

The campaign gets underway

Brand USA ran its first wave of ads from May to July in the United Kingdom, Canada, and Japan, with the theme "Discover this land, like never before." "We wanted to spread the USA's welcoming message around the world, inviting travelers to visit us and see us again—as if for the first time," said Anne Madison, chief communications officer for Brand USA. In addition to advertising, the campaign includes the website DiscoverAmerica.com, the use of social media, and the establishment of in-country representation firms, which market directly to travel buyers and organizations.

Although international travelers traditionally head for gateway cities-New York City alone gets 24 percent of the traffic-Brand USA is also focused on attracting visitors to secondary and tertiary markets. "We will feature destinations (from the best known to the lesser known areas of the United States) through co-op marketing with destination management organizations, convention and visitors bureaus, and travel brands," Madison said. "This approach provides a powerful engine to support individual travel and tourism organizations, which can then leverage the 'Discover America' message to

extend the value of their own marketing and advertising efforts."

Madison noted that the campaign is already showing results—from intent to visit, to consumer sentiment, to engagement. "In our launch markets, the percentage of those intending to visit grew anywhere from twelve to nearly fifteen percent," she said. "Since the April launch of DiscoverAmerica.com, there have been more than two million page views, 700,000 unique visitors to the site, and more than 15,000 downloads of the campaign song, Land of Dreams, along with more than 550,000 views of our DiscoverAmerica YouTube Channel content."

As more international travelers decide to visit, the gains will be not only economic, but also political. "This is your stealth public diplomacy," said Dow. "Our research shows that when people come here, they're 74 percent more likely to feel very positive about America and American policy."



Photo: Courtesy of Brand USA and its destination partners

Brand USA is working to draw international tourists past the gateway cities and into the U.S. interior



Hilton Huanying 希尔顿欢迎

Hotels step up to the challenge

Dow expects the strategy to create the need for an additional 100 million room nights a year—or two million room nights a week—which will strain our nation's hotel capacity. But capacity won't be the only challenge faced by hotels. They will also need to develop cultural sensitivity and the ability to meet travelers' expectations of wireless access, familiar foods, signage in their native language, and other comforts of home. "Hotels that do those kinds of things will get a much greater share of the emerging international travel market than those that don't," he said.

Several hotel chains are already leading the way.

Hilton Worldwide last year introduced the Hilton Huanying ("welcome," in Chinese) program, which is now available at 26 hotels across their brands in the United States and another 44 hotels worldwide. At these hotels, Chinese guests are greeted by a frontdesk team member fluent in Mandarin and can order from a special breakfast menu. Guest-room amenities include Chinese teas and teakettles, slippers, and a dedicated television channel with Chinese programming. "When Chinese travelers stay at our hotels, they feel like they're at home—it's a welcoming environment," said Chris Nassetta, president and CEO of Hilton Worldwide. "As a result, bookings from Chinese travelers soared by more than 129 percent at participating hotels during the first seven months of this year."



Hilton's Huanying program is now welcoming Chinese travelers at 70 hotels in the United States and abroad

While China is one emphasis, Hilton is working to build brand loyalty around the world. "We're really focused on our Hilton HHonors program," Nassetta said. "Our aim is to have great properties in these markets and build loyalty to all our brands, so that when travelers leave their home market they'll want to stay with us because they love our hotels, they love our brand, and they want to collect our points.

"But even more important, we learn the culture within the market," he said. "It's really hard to figure out how to serve a Chinese customer or a Turkish customer or an Indian customer in the United States without first understanding how you do it in their home market. You get the skill set, and then you bring it back home."

Marriott, too, is preparing for the influx of international travelers. "We're training our staff in the United States, particularly in New York and some of the gateway cities, to help them understand more about the culture of the Chinese people, the Brazilians, and the Indian travelers," said Debbie Marriott Harrison, senior vice president for government affairs. "We're also offering different foods—at our New York Marquis, we've added Chinese food items to our breakfast and lunch menus."

Marriott recently launched its "Li Yu" ("Serve with Courtesy") program at select properties in China and Asia, with plans to expand it to key gateway cities around the world (it already is available in the United States on an as-needed basis). Features include a Mandarinspeaking hotel associate, Chinese cuisine and delicacies, and-in guest rooms-Chinese-language newspapers and TV programs, teakettles, and Asian-sized bathrobes and slippers. Marriott has significant expansion plans in both China and India, hoping to grow its 61 hotels in China to double that number by 2015, and its 23 hotels in India to about 100.

Meanwhile, Hyatt has been rolling out its "Nin Hao" ("authentic hospitality") program in over 40 hotels around the world in advance of its press launch in December 2012. Hyatt associates have participated in a range of intensive training programs that leveraged the cultural understanding and expertise that the company has developed at its fifteen-plus hotels in China. Employees from around the world have engaged in a cultural exchange both onsite in China and by means of online training.



InterContinental's HUALUXE is the first international brand to be designed by a Chinese team for a Chinese clientele

Hyatt's Nin Hao program is designed to assure Chinese guests some key comforts of home, such as typical Chinese food in the minibar and on the room service menu, Chinese television programming, and a customized guide in Mandarin to provide local information of relevance to a Chinese traveler. In addition to keeping a Mandarin-speaking employee on duty, each participating hotel is paired with a Hyatt hotel in China to maintain instant access to a dedicated team who can assist with any inquiry.

"At Hyatt, our focus has always been to deliver an authentic hospitality experience to our guests as we strive to create the important 'home away from home' feeling across our portfolio of hotels," said Larry Tchou, Hyatt's group president for the Asia Pacific region. "Through the 'Nin Hao' initiative, we are able to take such home comforts a step further; from informative local insights to culturally relevant 'tips', our team is dedicated to making each city visit that much more memorable for our guests."

Earlier this year, InterContinental Hotels Group (IHG) launched HUALUXE Hotels and Resorts, the first international hotel brand specifically designed by a Chinese team for Chinese consumers. "The new brand focuses on the unique aspects of Chinese etiquette, the importance of rejuvenation, status recognition, and enabling spaces that

reflect local customs and heritage," said S. Kirk Kinsell, MPS '80, IHG president for the Americas. Eight management contracts have already been signed in China, "and in years to come, IHG will consider bringing HUALUXE to major cities around the world where there are increasing numbers of Chinese travelers looking for a home-grown lodging experience," he said.

One of IHG's priorities is to speak to guests in their native language. At the InterContinental Atlanta Buckhead, for example, team members speak 30 different languages, Kinsell said. "And since studies show that about 90 percent of all luxury guests are online, we continue to invest in relevant Web and mobile innovations to facilitate connecting with guests around the world. We have mobile apps such as our iPhone Priority Club Rewards app, which is available in five languages; mobile booking websites are offered in eight languages; and we have Internet booking websites in thirteen languages."

Key gateway cities like New York, Boston, Los Angeles, and San Francisco will continue to be hot markets for hotel development for IHG, he said.

To cultivate a more global culture, Starwood Hotels and Resorts Worldwide—a company that grew up largely in the United States—relocated its global headquarters and senior leadership team to China for a month in the summer of 2011. While continuing to conduct their normal day-to-day business. Starwood executives met with local customers, partners, and developers. while also touring new properties throughout the country. "The move underscored Starwood's game-changing growth in China, the company's second-largest market outside the United States and its fastest-growing, with more than 100 hotels today and another 100 in the pipeline," said Simon Turner '83, president of global development. The relocation was so successful, he said, that the company will be making another monthlong move in 2013—this time to Dubai.

"Our global, high-end skew ideally positions us to capitalize on the rising wealth around the world, which is already transforming our business," Turner said. "In the last five years, we've doubled Starwood's luxury room count to meet growing global demand, and today we have over 150 luxury hotels under our St. Regis, Luxury Collection, and W brands, which is the largest luxury footprint in the world. Over 90 percent of our luxury pipeline is in emerging markets, reflecting new demand for luxury in new places."

Choice Hotels International has a different set of challenges. "We don't have a lot of hotels in a lot of these

"Capitalism is efficient.

If there's demand, there will be supply."

countries, and in the United States, we're not as big in the big cities," said president and CEO Steve Joyce. As a result, Choice hopes to attract the new influx of travelers once they leave the gateway cities to visit parks and other destinations. "We're looking to tag along with the co-op programs that Brand USA is creating with destination management organizations, and then promote what they are doing," he said. "In their initial trips, these new travelers will go to Orlando and New York and San

Francisco, but then they'll want to go either on an extended trip or a second trip, and they'll want to drive more and visit places like the Grand Canyon. That's where we see the benefit coming to us."

More travelers, more needs

While this new influx of international travelers will create a multitude of benefits. it also will create a multitude

of needs. Along with greater hotel capacity and the need for greater cultural sensitivity, particularly among hotel and destination staff beyond the gateway cities, airport capacity and other infrastructure issues will need to be addressed.

"My big concern is infrastructure, and people aren't thinking about that," said Roger Dow. "The good news is we're definitely going to get to 100 million international travelers—in fact, 100 million is probably on the low side. But for that to happen, so many other things need to happen. We're going to need much greater international capacity at airports. We'll need more runways, more airports, more cities to step up and begin taking international flights. Shanghai, Beijing, South Africa, Dubai, Korea, and Singapore are building world-class airports that make ours look like they're 30, 40, 50 years old—which they are and yesterday's infrastructure. A lot more capacity is needed, and we have to really think about how to do that because you can't do it overnight."

Interstate's Jim Abrahamson, for one, believes "we'll absolutely be able to absorb the demand. "Capitalism is efficient. If there's demand, there will be supply."



An architect's rendering of the HUALUXE concept

Tapping the Chinese travel market

by Jens Thraenhart, MMH '00 and George Cao, MMH '96 With Sandi Mulconry

ver 70 million border crossings were recorded from mainland China in 2011, and the rate of travel grew by another 20 percent in the first half of 2012. The United Nations World Tourism Organization projects that 100 million Chinese will be global travelers by 2020. Chinese travelers are visiting Peru, the Middle East, the Antarctic... it's really quite amazing. The top destinations are still Hong Kong, Macao, Taiwan, South Korea, Malaysia, and Thailand, followed by Australia. The United States is now in the top ten, while Germany and France top the list among European destinations.



The Chinese are predisposed to receiving brand messages on social media.

Photos courtesy of ChinaTravelTrends.com and ThisIsChina.me

Still, more than 90 percent of Chinese travelers visit destinations in Asia and travel in tour groups. As the China travel market matures, however, that will undoubtedly change.

At Dragon Trail Interactive, we are already seeing a shift from the pricesensitive, tour-focused consumer to the experiential consumer. More affluent consumers are looking for individualized travel experiences and demanding higher-quality services. There will always be a place for traditional tour groups—China has 1.4 billion consumers, and most of them have never traveled. But among those who have traveled, 95 percent report being dissatisfied with the experience, whether domestic or international, according to a 2011 study by the Boston Consulting Group. They want something different.

We're working to provide that difference by driving interest in more sophisticated travel experiences that give tourists a greater appreciation for a destination's culture. The numbers of Chinese tourists visiting a high-end destination like the Maldives, for example, may be lower percentage-wise than for other destinations, but China is now the number-one source market for the Maldives.

In China, the rules of engagement are different than they are elsewhere, so marketing to the Chinese traveler is different, too. As of June 2012, China had 538 million Internet users, more than anywhere else in the world, and that number is expected to surpass 800 million by 2015. The Chinese trust social media and word-of-mouth more than they trust traditional media—both because of the way the media are

structured and because the Chinese are inclined to trust the experience of others. That's why digital and social media are the most influential media in China, and even more influential here than in Europe, Australia, or North America. In China, 85 percent of consumers trust the content they find on the Internet, versus 22 percent of consumers in the United States. Similarly, 95 percent of Chinese consumers, as opposed to sixteen percent of U.S. consumers, are more likely to trust a company that microblogs.

While Twitter is blocked in Chinaas are Facebook, YouTube, and Foursquare—Weibo (wei means micro; bo means blog) takes its place. Weibo started out as a Twitter clone, but microblogging in China has now morphed into a combination of Facebook, YouTube, and Twitter all in one. It's a very powerful platform, and the most important provider is Weibo.com, which is run by Sina. Weibo.com had more than 365 million registered users as of November 2012, including affluent consumers and key opinion leaders as well as celebrities, and is a major source of news and influence. Thirty percent of the Fortune 500 companies and at least half of the tourism destinations and hotel brands seeking to market themselves in China have Weibo accounts. Those companies that are not microblogging in China are not considered relevant-microblogging is extremely powerful and important.

Here are some additional tips, born of our experience, to help hotels and destinations reach the burgeoning Chinese travel market.



There is no one Chinese consumer—it's all about segmentation.

Understand the Chinese consumer

There is no one Chinese consumer it's all about segmentation. The various segments need to be understood before they will engage with your brand or become brand ambassadors. Two people in Beijing who are making the same amount of money and living in the same neighborhood may be totally different consumers based on their tastes, heritage, age, or whether they've traveled before. It really comes down to multisegmentation and to understanding both the consumer and your brand's message. The key is to make sure that you target the right Chinese consumer, and that your message is consistent with what your brand is looking to communicate.

Affluent Chinese consumers are, on average, 20 to 25 years younger than their counterparts in the United States and Europe. They own their own companies or work for multinational firms, climbing the corporate ladder and making money more quickly because China is a developing country. When

they travel, they want to connect with other people, experience the culture, and taste the food.

Family values are strong in China. Young professionals who have made money often take their parents for a trip to North America, Asia, or Europe to show their appreciation for what their parents have done for them.

All Chinese consumers want to feel welcome. It is critically important that travel suppliers offer China-ready services—hot-water cookers for instant noodles and slippers in the hotel room; Chinese dishes such as congee at breakfast: Chinese-language services ranging from Chinese menus in restaurants to Chinese-speaking staff to Chinese audio guides at destinations and museums. Although Chinese travelers enjoy foreign food, they appreciate having Chinese food, too, much as a U.S. traveler in Asia might appreciate a McDonald's. And unlike their counterparts in Thailand or Burma, many affluent consumers in China are not fluent in English.

About Dragon Trail Interactive

Despite the fact that we are both graduates of the School of Hotel Administration, it was social media and Starbucks that brought us together. Our company was born in the fall of 2008 after we got in touch on LinkedIn and TripIt and had a meeting at the Starbucks in Sanlitun, Beijing. After three years, we had three offices in China (in Beijing, Shanghai, and Xi'an) and nearly 50 employees, and had been recognized as one of the top 100 technology ventures in Asia by *Red Herring* magazine.

Dragon Trail Interactive (www.dragontrail.com) is a digital marketing and travel technology firm that helps travel and tourism organizations connect with affluent Chinese consumers. It incorporates the China Online Marketing Platform, which we developed for travel and tourism organizations, and ChinaTravelTrends. com, an online community of about 1,000 travel professionals that is an authoritative resource on the Chinese travel market.

We published the first edition of *Essential China Travel Trends* in 2010, and a second edition in 2012 in collaboration with the Pacific Asia Travel Association. (The free e-books can be downloaded at www.China-TravelTrendsBook.com.) This past year, we also launched TripShow.com, a platform that aggregates visual content posted by Chinese travelers on social media sites. Given the trends in Chinese outbound tourism, digital marketing, and social media, we see almost limitless opportunities for Dragon Trail.

World Views



More affluent consumers are looking for individualized travel experiences.

Companies that have a good network in China have a big advantage, because they learn how Chinese consumers travel. Hotels operating in China hire Chinese-speaking staff, whom they sometimes relocate to their properties in North America or Europe. Having a Chinese presence also helps in terms of brand-building—Chinese consumers who travel to another country are more likely to stay with a brand they know from home.

China is not yet a mature travel market; as a result, Chinese consumers are more likely than their American or European counterparts to want to stay at hotels or visit destinations that confer "bragging rights."

Develop a multi-channel plan

In China, it is important to look at all channels of distribution. Despite the popularity of social media and the growth of online channels, offline travel agents are still the dominant distribution channel. Lead with digital and social media, but integrate traditional distribution and marketing channels. In addition to travel agents, these include tour operators, events, and traditional media like travel and luxury magazines.

Offline and online channels converge in China, and various media need to be used in tandem—with a consistent message for the right channel. Mobile is growing rapidly, and 30 percent of the 950 million mobile users in China access the Internet on their mobile devices. Forrester Research predicts that 1.3 billion people in China will have mobile devices by 2014, and 75 percent will use those devices to access the Internet.

Also, be aware that PR works differently in China. It is not free; it leverages the power of celebrities and key opinion leaders; and it is a blend of social media, traditional media, and events.

Leverage the Internet

Historically, companies looking to enter the Chinese market have appointed a representation company to build relationships with tour operators and perhaps with a PR company to stage events and do media outreach. While that strategy probably worked well five or ten years ago, when the market was less mature and 80 percent of the wealth was in tier-one cities, it would not be effective today without a digital marketing and social media component. Leveraging the Internet is the best—and for most companies, the only—way to reach the fastest-growing populations of millionaires in China, who live in second-, third-, and fourth-tier cities.

At Dragon Trail, we've flipped the distribution model by building a brand on the consumer side and driving demand. Once consumers request destinations or hotel brands, travel agents and tour operators will seek to provide them. That's a lot more



Ninety percent of Chinese travelers visit destinations in Asia and travel in tour groups.

effective than the traditional way, in which companies target travel agents and tour operators and then find it difficult to break through the clutter—especially now that so many tourism boards, hotels, airlines, attractions, and cruise lines want Chinese travel agents to market them. Since most Chinese tour operators still focus on mass-market group tours, it's also questionable whether this strategy will attract high-yield consumers.

The Internet in China is different, complex, very active, and fast-growing. Marketing online—whether by engaging in search marketing on Baidu, distribution to travel agents on Ctrip or Elong, or simply by dealing with local regulations—requires local expertise and relationships.

Develop a relevant Chinese website

When establishing a Web presence, develop a Chinese website and host the site in China—this is important for download speed, organic search-engine optimization, and potentially for avoiding censorship. Sites can get blocked for no particular reason, and once a site is blocked, it is very difficult to get it unblocked.

Be sure that the site is relevant to, and designed for, the Chinese market. While it isn't always necessary to create a different look and feel for the site, it does have to be integrated with Chinese social media platforms. Additionally, the homepage should have a lot more content, taking into account how Chinese consumers search.

Don't simply translate content into Mandarin. Rewrite it so that it's relevant for the Chinese market, and add content pieces—on Chinese restaurants, visas, safety—that are important to a Chinese-speaking audience but are not typically found on English-language sites.

On tourism sites, companies often link to their tourism partners. While that's an effective practice for English-language sites, in China it is not. The local tourism infrastructure

Be social to connect

In China, 92 percent of online users are engaged in social media, and the percentage of active creators (people who write blogs, upload photos and videos, etc.) is double that of European or North American countries, making it the most engaged country online in the world.

When developing a social media presence in China, be relevant, be engaging, and be active. Though the channels and rules



Marketing to the Chinese online requires local expertise and relationships.

doesn't typically have a Chinese
Web presence, and linking to Englishlanguage websites from the Chineseversion tourism-board website is neither
relevant nor engaging to the Chinese
consumer. Research by ChinaTravelTrends.com has shown that Chinese
consumers associate irrelevant websites,
contextual errors, and links to blocked
social media sites like Facebook,
Twitter, and Youtube with bad offline
travel experiences.

of engagement are different, the core concepts are the same as for a U.S. audience. Depending on your organization's goals and your budget, you may want to create profiles on Youku (China's version of YouTube), Renren, Tencent, and Douban, in addition to Sina Weibu.

Due to the way Chinese consumers interact with brands, social media is even more powerful than it would be



Chinese consumers are more likely to choose hotels and destinations that confer "bragging rights."

otherwise. In the United States, if you liked a brand on Facebook and the brand started sending you promotional material, you would quickly dislike that brand. In China, the reverse is true—people are predisposed to receiving brand messages on social media. That presents a huge opportunity for brands looking to break into China. Here, the audience has not yet matured. In many cases, people are looking for a sense of belonging, and that sense of belonging is often associated with brands. So when someone buys a BMW, for example, he's not just buying a car to get from Point A to Point B, he's buying a sense of membership in a club.

Tell your story and inspire through visual content

Storytelling is important in China, and is more compelling when it incorporates images and videos. To be most effective, stories should include relevant associations with Chinese interests, such as shopping, celebrities, and culture.

Use influencers such as celebrities and key opinion leaders to tell your story, and share the content both online and offline. Make it easy for consumers to upload photos and videos, publish blogs, and microblog. Consider offering incentives to consumers who share their experiences. As the use of mobile devices and smartphones continues to skyrocket, photo and video sharing will grow, too.

Short films with story lines that integrate brands provide yet another avenue for storytelling. Hilton has done this effectively, and we're now seeing destinations use this approach. These short films and other visual content can be leveraged through distribution on websites and via social media.

This is where TripShow.com comes in. TripShow.com aggregates photos and videos that have been taken by Chinese travelers and posted on Weibo.com. These images, which a brand might never know about, are combined with self-published assets and displayed to consumers in a Pinterest-like format.

They can be organized into albums and trip itineraries and linked to booking engines and travel agents. With Trip-Show.com, travel brands have the ability to engage with Chinese travelers to build brand awareness, while travelers can engage with brands to get inspired about destinations and experiences and to plan their trips. TripShow.com is built on top of Sina Weibo, the most engaging social media platform in China. To use TripShow, brands and consumers must have a Sina Weibo account, which mitigates the danger of fake identities, due to Sina Weibo's stringent authentication process.

Build relationships via campaigns

Our campaigns result from a holistic, long-term strategy. We've established our own process, which takes a lot of time and resources but has a high return on investment. It reduces advertising spends, builds relationships with the Chinese consumer, and creates a viral spread so that consumers become ambassadors of the brand. The aim should be to develop a permission-based consumer database of targeted travelers who are passionate about the brand. Our campaigns have won a number of awards, including best e-marketing campaign from Travel Weekly China for the past two years in a row.

All of the above are medium- and long-term strategies. If you need immediate bookings, it's best to work with a travel agent or an online travel agency like Ctrip. These short-term strategies are costly, however, and won't build the brand and relationships for the long term. In China, the opportunities are just beginning. Building for the future is key, and social media and the Internet will only grow in importance.



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by Katherine Anderson

Sometime next spring, six carefully chosen NASA volunteers will take up residence in a mock space station plunked down on a lava field on the side of Mauna Loa. Living conditions during their four-month simulation will mimic those on Mars: when they go outdoors they'll don space suits, and communication with the outside world will be delayed by the 14-minute Marsto-Earth time lag.

But thanks to Rupert Spies, an SHA senior lecturer in food and beverage management, the foods they eat should seem much closer to home. Instead of Tang and the squeeze packets of

ready-to-consume food that sustained astronauts on moon missions, these six "gastronauts" will sit down to meals they make themselves from recipes that Spies adapted especially for them.

NASA is betting that familiar foods will help astronauts endure the tedium of years in outer space without losing their interest in eating, as present-day astronauts tend to do. Not only do astronauts get bored with their limited food routines, but their noses get congested from floating upside-down in zero gravity, interfering with their ability to smell and taste food. "Menu fatigue" sets in and food intake declines,

putting astronauts at risk for nutritional deficiency, loss of bone and muscle mass, and loss of strength and stamina.

In order to address these and other problems related to the care and feeding of astronauts, NASA created HI-SEAS (Hawaii Space Exploration Analog and Simulation), a research mission led by researchers at Cornell and the University of Hawaii at Manoa. This effort was spearheaded by Jean Hunter, associate professor of biological and environmental engineering at Cornell, who will study what happens to crew members' sense of taste and smell over the course of the four-month mission.



Visitors to Mars might look out on a landscape very similar to the terrain surrounding the Mars Desert Research Station in southern Utah. This analogue station is being considered as an alternate site for the HI-SEAS study.

Spies and Hunter first collaborated in 1998, when he was part of a study she headed to explore the epicurean potential of hydroponic crops, which Hunter proposed growing in future space habitats. Further along in the study, sixteen Cornell volunteers spent 30 days eating only the diet—largely vegan—that was developed and prepared by Spies and the research team in collaboration with their students

On a real mission to Mars, astronauts will have to rely on regular space food while they travel the 34 million miles each way. Once settled on the Red Planet, however, the gravity on Mars,

which is about a third of Earth's, will make it possible for them to cook and eat a wide range of food during their two-year stay. "Humans crave variety," asserted Hunter. "If the weather and noise don't change, you can't go for a walk, and the company and scenery don't change, food and music are where you can introduce sensory variety."

NASA's dietary requirements stipulate a certain number of calories and macronutrients every day. "Everyone needs the same basic nutrients, but what form, how, and when—what customs and rituals surround these—vary greatly," said Spies. "Food is very intimate, very personal. It is one of the two things humanity needs to continue to exist; the other is procreation. On a daily basis and on an existential level, I don't think there is anything else that comes close."

HI-SEAS will attempt to answer questions related to the palatability of instant foods versus meals prepared by the crew and compare the amount of time, power, and water used in the two approaches. The HI-SEAS participants will alternate every two days between prepackaged foods and foods they make together, keeping a daily record of their intake. The researchers will also be monitoring the moods of their hardy subjects, who won out over 700 other applicants for this opportunity to live together in close, sealed quarters in the midst of a desolate volcanic landscape.

This past June, the nine final contenders for the mission gathered in a test kitchen in Martha Van Rensselaer Hall for two days of intensive cooking classes led by Spies. The culinary lessons were part of a four-day program of teambuilding and testing that, among other things, would determine who made the final cut. The international group included scientists, teachers, and journalists as well as a physician and a personal trainer and stay-at-home mom who flew Navy Seahawk helicopters.

Clad in aprons and chef's toques, the crew hopefuls listened attentively as



The crew makes pizza. Counter-clockwise from left: Rupert Spies, Simon Engler, Crystal Spring Haney, and Yajaira Sierra-Sastre

Photo: Jason Koski/UPhoto

Outreach

Spies shared basic techniques for baking; ice cream, pastry, and soup-making; and pressure-cooking—a particularly energy-efficient form of food preparation. They also made pizza, kneading and shaping the dough as Spies demonstrated how to toss together a quick sauce of onions, garlic, mixed peppers, rehydrated tomatoes, and herbs. The crew won't be able to get a pizza delivered to their air lock, but they will be able to make their own.

Much of what Spies taught was based on recipes he selected and modified for a training manual and cookbook for the crew. "I wanted to come as close as possible to the food we are familiar and comfortable with," he explained, "and at the same time introduce different ingredients and new ideas, techniques, equipment, and flavor combinations." The cookbook contains instructions for dishes as varied as pasta primavera with broccoli and spinach; sushi; chicken and cheese crepes; potato and corn chowder, and curries. Spies even included a few specialties from his native Germany, like spätzle topped with sautéed onions.



This lava field in Hawaii is the proposed site for next spring's HI-SEAS study.

When it comes to the culinary arts, finalist Simon Engler, a scientific programmer specializing in robotics, described himself as a typical engineer: "I tend to scavenge. But cooking is something I really want to learn and get good at. I understand its importance for morale and team building—it can be a saving grace."

Yajaira Sierra-Sastre, a materials scientist and educator who earned a Cornell PhD in nanotechnology in 2009, considers herself a good cook. "I love doing sautés and soups. I can get very creative cooking rice and beans. I use cilantro, coriander, achiotes, tomatoes; it's my most confident, familiar dish."

"I had no idea what to expect," said Spies. "I didn't know what kind of attitude they would bring to preparing food. They are all very smart, driven people." Spies was delighted to report that, from the very first minutes, "they were just into it. They brought their own ideas and admitted if they didn't know anything about food."

Spies first trained as a chef at a small hotel in southern Germany. After ten years working in restaurants and managing food businesses throughout Germany and the Netherlands, and a brief stint in the United States, he went back to school to study business at the Fachhochshule fuer Wirtschaft. He followed that up with a degree from the Technical University in Berlin, majoring in food chemistry and minoring in education and government.

Following a Fulbright year at Cornell's College of Human Ecology in 1979, he spent two years in Germany training to be a teacher and three years working in Berlin before returning to Ithaca to join the SHA as a teaching support specialist.

An experienced and widely published chef and instructor, and now a senior lecturer, Spies teaches courses in restaurant management, culinary theory and practice, catering and special events management, and restaurant and hotel supply chain management. He lectures around the world.

Because ingredients on Mars need to last, not for weeks but for months and years, Spies concentrated on recipes appropriate for shelf-stable and reconstituted foods such as dried apples, carrots, mushrooms, and onions, powdered milk and eggs, spinach flakes, tomato powder, and freeze-dried cauliflower pearls. Other ingredients like canned eel, yuba, quinoa, and hijike were less familiar. One large tin in the classroom contained freeze-dried beef, cooked and diced, best if used by Jan. 2037!

Mission participants will also have access to a wide variety of herbs, spices, vinegars, infused oils, and lemon and others fragrant powders. Gums will be available to give texture and body to a pudding or ice cream. "These make the end result smoother and more luxurious, give it a better mouth feel," noted Hunter, who sat in on Spies's cooking class. She also explained that a number of less-than-obvious considerations go into choosing what food to bring on board a space station. For instance, she pointed out that tortillas are preferable to regular bread "because there are fewer crumbs to clog up and potentially break equipment."

The ultimate aim of the finalists' time at Cornell was not only to teach them how to prepare meals suitable for life on Mars, but also to build a team that would live, work, and cook well together. "We developed a great sense of camaraderie; you have to be a team in terms of timing and seasonings," said Spies. "The class brought people together. It was a very intense two days."

Although Spies did not pick the finalists, he played a role in their selection. "I gave some input. When you cook closely with individuals, you do get a sense of who they are. You see who takes initiative, who follows through, how they communicate and scan the landscape to assess what needs to be done."

In addition to Engler and Sierra-Sastre, the other finalists selected as crew members were Oleg Abramov, a research space scientist at the U.S. Geological Survey Astrogeology branch in Flagstaff, Arizona; Kate Greene, a science and technology journalist and amateur filmmaker from San Francisco; Sian Proctor, a geology professor at South Mountain Community College in Phoenix; and Angelo Vermeulen, a biologist, space researcher, and visual artist from Belgium.

Spies had high praise not only for all of the finalists but also for the entire research team. "It's inspiring to work with them. For me, it's the combination of the food and science. We're a firstclass research institution; we should be at the cutting edge. Being involved as an SHA faculty member in something 'far out' like this is totally exciting."

For Spies, whether crewmembers are on a simulated space station or experiencing the real thing, what matters most is the attitude they bring to the kitchen. "Care and affection is a huge part of preparing food; even if you are not a 'good cook,' if you put love and effort into the food, it will be good."

At the conclusion of the four-day workshop, the finalists gathered with the research team for a celebratory meal. "They joked that if they ever had any questions about cooking, they'd just ask, 'What would Rupert do?"



A wide variety of foods and flavoring agents can be dedydrated for long-term storage

Rupert's Mars-a-roni and cheese

Imagine spending two years enclosed in a small space station in an entirely hostile environment, orbiting anywhere from 34 million to almost 250 million miles from home and safety. Imagine being cut off from family, friends, nature, and familiar landscapes. Imagine not being able to go for a walk without a very good reason and an even better spacesuit. If there ever was a time to settle in with some comfort food, this would be it.

Among the many recipes that Rupert Spies has adapted and compiled for the use of HI-SEAS volunteers during their Mars simulation exercise is this one for käsespätzle, the southern German (Swabian) version of America's macaroni and cheese. This easy recipe provides freshly made pasta and combines it with a variety of cheeses and a sprinkling of sautéed onions for a soothing and savory dish.

Käsespätzle

Ingredients:

- 4 cups all-purpose flour
- 9 tablespoons egg powder (6 fresh eggs)
- 1 1/2-2 cups water (when using fresh eggs, reduce water to about 1 cup)
- 1 cup grated, dried cheddar cheese, rehydrated (or about 1 cup of fresh Emmenthal)
- 1/4 cup freshly grated parmesan for extra flavor when using dried cheddar
- 1 cup dried onions, rehydrated (about 2 cups rehydrated or fresh)
- 1 pinch nutmeg
- 1/3 teaspoon white pepper
- 1/4 cup vegetable oil

Method:

- Mix flour, egg, water, nutmeg, and half the white pepper.
 Beat the dough with a cooking spoon, sliding the spoon underneath the dough and lifting it up until bubbles form and the dough has a semisoft consistency.
- 2. Squeeze excess water from the rehydrated onions and sauté them in oil until golden brown; remove from heat.
- 3. Squeeze the dough into boiling, salted water through a spätzle press or by pushing it through a large-holed colander with a rubber spatula. The spätzle dough can also be spread onto a cutting board that has been dipped in cold water; cut the dough into thin strips and scrape them into the boiling water. Once the water returns to a boil, transfer the spätzle to a colander.
- 4. Toss steaming-hot spätzle with cheese and the remaining white pepper.
- 5. Season to taste and top with sautéed onions.
- 6. Serve immediately.

Makes 4-5 portions as a main course.

An experience like no other: HEC

otel Ezra Cornell is more than a weekend event for the students of the School of Hotel Administration; it is a rite of passage. HEC provides a different meaning for everyone; for some it is the firsthand experience they find invaluable, for others it is the opportunity to interact with industry professionals. Aanchal Suri '14, communications director for HEC 88, asked several students and alumni to share how their Cornell experience has been shaped by Hotel Ezra Cornell.

Ali Hoyt '12, managing director, HEC 87

HEC was my most memorable experience at the hotel school. Over four years, the organization provided me with a sense of community and allowed me to be a part of an 87-year legacy. But HEC is more than just an organization; it's like a family, especially within the board of directors. Last year's twelve other board members became my best friends. Naturally, this happens when you spend every waking hour together, but this



Celia Erickson '12, Ali Hoyt '12, Austin Buben '14

was something different—the opportunity to learn and grow together.

HEC is an experience unlike any other—one that cannot be learned within the four walls of a classroom. During HEC weekend, guests witness our limitless creativity and ambition, and above all, passion. The industry's support enables us to build relationships and learn first-hand that a tradition takes time to develop.

HEC is part of the magic of the hotel school, one of the building blocks of

our Hotelie family. At last April's gala, I was inspired by the standing ovation given to Rocco Angelo '58, a member of the board of HEC 33. Not many alumni could match his HEC attendance record since then. His stories reminded me that people who were immersed in HEC stay in touch no matter what. Now that I have transitioned from student to alumna. I know what he means.



Guests toast HEC 86

HEC is something that you are never really done with. I still wonder how Hotelie Tailgate went, read every single HEC-related email I receive, and reminisce about those late-night (that is, early-morning) office moments. And I will return to attend HEC, beginning with HEC 88 and continuing into the future. I will remain loyal to the school because of my involvement with HEC and what the organization has taught me, both personally and professionally.

Kelsie Taylor '14, rooms director, HEC 88

During my admissions interview, I remember answering questions about my achievements from high school and my work goals post-graduation, but what I remember most distinctly is discussing Hotel Ezra Cornell. Bill Carroll, a senior lecturer in services marketing, described the hard work, planning, and operational struggles that meld together to form this three-day, student-run conference. After that conversation, I was hooked.

HEC is the most meaningful organization that I have worked with at Cornell. The passion and energy that surround everyone involved are thrilling. Watching



Kelsie Taylor '14, Reneta McCarthy '84, MPS '95, faculty advisor to Hotel Ezra Cornell, Rachel Towne '14



Celia Erickson '12 and Harryette Kim '12 work Homecoming's Hotelie Tailgate

students run around on two or three hours of sleep for an entire weekend is incredible. Remarkably, everyone involved is an unpaid volunteer; one of the incentives of being involved is that we get to showcase our skills and go after what we are passionate about.

HEC has enhanced my academic experience, allowing me to be challenged further in operations and management. I'm excited to lead a team this year that shares my passion for hotel operations as we discuss nightly themes, procure amenities, and look forward to getting to know our guests and delivering an outstanding hotel experience during the weekend. It's an honor to put something together on this scale knowing that we are tasked with impressing industry leaders, alumni, professors, and many more distinguished guests.

Various elements are shaping my overall experience here at Cornell, but in all honesty, I'm not sure I would be nearly as happy without the pleasure of working with my peers to create something as wonderful as HEC. It has become an integral part of my time at the School of Hotel Administration, and I greatly look forward to more hard work, long hours, and exciting new learning experiences as we work to fulfill everything that HEC means to our community and to us.

Elizabeth Harrington '15, communications team, HEC 88

After transferring into the hotel school in the second semester of my freshman year, I felt like a bit of an outsider walking into such a tight-knit

community. Although everyone welcomed me with open arms and warm smiles, the school had many rituals and customs that I was completely unfamiliar with. What was this place, Macs, that supposedly served the best sandwiches in the school and was the underground Hotelie social scene? Why was everyone giving me dirty looks when I got off the elevator at the second floor? Why did everyone cringe when I said I was taking business computing? Most importantly, what was this HEC thing that everyone was constantly buzzing about? I soon learned that the hotel school was all about partaking in traditions, honoring its close circle of alumni, and educating new students so they could join this vivacious community of hospitality leaders.

The Student Experience

HEC gives students a preview of what the hospitality world is really all about. When we graduate and enter the real world, we will be able to utilize the skills we learned in HEC in a variety of ways. Whether we are preparing a gourmet dinner for an esteemed group of CEOs, managing the front desk of a hotel, carefully listening to guest concerns and requests, marketing Starwood's newest features, or determining Marriot's budget for the upcoming year, we will all take away valuable knowledge and experience from HEC that will help us stand out among other hospitality graduates.

I know that I won't realize the full value of HEC until I experience it for myself. I am thrilled to be a part of the communications team this year. I hope to strengthen my friendships with fellow Hotelies and create new connec-



Chelsea Ball '14, Margalit Kohanim '14, Levi Austin '14

Margalit Kohanim '14, design director, HEC 88

I began my experience with HEC as a function designer during my freshman year, designing and executing a food and beverage event. In my sophomore year,

> I served as the assistant design director. This year, as a director on the HEC board, I am learning to manage a team and create a positive and educational experience for everyone involved

with the HEC design team. I am learning to plan a yearlong, step-by-step schedule for the different design needs of the organization and am enjoying the experience of learning from my peers about the full operation of the conference and its events.

HEC provided me with my first experience and a leg up into the event planning and design industry. Prior to coming to Cornell, I had always wished to become an event planner. HEC has taught me about the industry and has given me a hands-on, real-world experience in the field. I am grateful for these experiences and am fortunate to have made lifelong friends who share my great memories.

As I look forward to the coming year of planning for HEC 88, I am excited to continue to learn more about the different areas of the weekend, enjoy more memorable experiences, and leave a mark on the organization. I hope to create positive experiences and memories for the people involved with the organization, advance students' knowledge in event planning and design, and help make HEC 88 "the best ever."

Gorka Amian '13, IT director, HEC 88

I would never have guessed that my biggest contribution to the school would be in the field of technology; I have always considered myself a foodie. After going to culinary school in Spain and being trained as a maître d'hôtel and cook, I came to SHA to learn the American perspective of the industry and have a better knowledge about the hospitality business.

I came to realize that no matter what you do, the tools used in your career are as important to master as your actual responsibilities. In the past I served as HEC program manager and interacted with guests from the F&B side of several functions. Last year I realized that it is not possible to organize a 200-guest conference and drive the operations throughout the entire school



tions with alumni. I believe that my participation in HEC will open up new opportunities for me, allowing me to make an impression on some of the greatest hospitality leaders in the world and begin to forge my own path in the world of hospitality.



year without making optimal use of the best tool of the twenty-first century: technology.

Food and beverage, design, hotel operations, and marketing and communications all use information technology to execute their tasks, whether to communicate to the rest of the SHA student body or to organize the inventory for the upcoming conference in April. As a Hotelie with no previous background in computer science, I have learned to use IT to make better business decisions, and it is this learning opportunity that made me realize how much I could still learn in my senior year, while serving HEC and helping my fellow board members to better execute their ideas.



Aanchal Suri '14

As IT director of HEC 88, I am committed to supporting other departments in improving their operations and planning processes. I will also help the organization to leverage the use of its tools

in order to set a better foundation for this year's conference as well as for future HECs.

To learn more about HEC and what goes on behind the scenes to make it all happen, visit the HEC Facebook page (www.facebook.com/HotelEzra Cornell.com).

HEC 88 will take place April 4-7, 2013. For more information and to register, please visit the HEC website, www.HotelEzraCornell.com.

New offerings for executives

s hospitality managers and organizations tackle today's challenges, it is more important than ever to understand how strategic decisions regarding personnel, marketing. revenue, and demand management affect the bottom line. Cornell's School of Hotel Administration is addressing these challenges with its new executive-level, topic-specific Cornell Advanced Programs. Designed to equip hospitality industry leaders with current trends, industry innovations and access to a network of international colleagues, Cornell Advanced Programs are fourday, intensive courses providing deep understanding in specific topics related to hospitality management.

"Participants who have completed our other executive education courses often ask me what's next," said Tom Kline, executive director of the school's Office of Executive Education. "Now we are pleased to offer this opportunity for experienced executives to dive more deeply into specific topics of hospitality management. Our Cornell faculty will bring challenging inquiry and knowledge to bear on complex management issues."

The Cornell Advanced Program in Hotel Demand Management will inaugurate the series March 24-28. This program is designed to address the changing needs of hospitality professionals and organizations in an environment where technology, media, and the customers are in a state of rapid evolution. This course offers a focused exploration of the techniques and strategies for maximizing your business mix through the combined tactics and strategies of revenue, distribution, and marketing management. Topics will include forecasting techniques, price modeling, social media analytics, profit optimization, online travel agencies, and keyword bidding.



ed course you'll learn areas relevant to the program. Registration for this program is now open.

optimize profit, and arough integrated activi
"Cornell programs create an ideal"

"Cornell programs create an ideal opportunity to advance and build upon key skill sets, which result in optimal operational effectiveness in any business," said Kenneth Manuel, president of Gila River Gaming Enterprises.

Strategic leadership will be the focus of the second Cornell Advanced Program, to be held May 5–9. Led by SHA professors Cathy Enz and Kate Walsh with industry expert Ali Kasikci, this program will help leaders enhance the profitability of their enterprises and create sustainable advantage by developing their strategic thinking skills. In addition, Walsh and Enz will lead participants in refining their leadership skills through self-reflection, practice, feedback, and individual coaching.

"In this advanced course you'll learn how the best hospitality organizations drive demand, optimize profit, and build brands through integrated activities involving search-engine marketing, revenue management processes, social media communications, and brand-based experience design," said Professor Robert Kwortnik, a marketing consultant for the cruise line industry and one of three SHA faculty members leading the program. The others will be Professor Chris Anderson, an industry expert and researcher on the topics of hospitality revenue management and service pricing, and Dr. William Carroll, a senior lecturer and consultant specializing in travel industry pricing, distribution, yield management, and strategic planning.

The Hotel Demand Management program is designed for general managers, ers, revenue and finance managers, and operations, sales, marketing, and other hospitality professionals responsible for the financial success of their hotels. Admission is limited to executives who are experienced and actively engaged in hospitality management

Industry and academy come together for CHRS 2012

he biennial Cornell Hospitality Research Summit (CHRS) is designed to bring together hospitality industry practitioners and researchers for the purpose of creating and sharing knowledge and ideas that will help the hospitality industry continue to move forward globally. CHRS 2012 followed on the success of the inaugural CHRS in 2010 to bring more than 230 industry executives and researchers to campus in October. This conference was organized by the school's Center for Hospitality Research (CHR) to balance input from academic researchers and industry executives through the presentation of research findings, keynote panel discussions, and hands-on workshops.

"CHRS II was the most content-rich and refreshingly commercial-free hospitality conference," said Ted Teng '79, president and CEO of the Leading Hotels of the World, title sponsor of the conference. "It was full of insightful conversations to stimulate ideas on how to run our businesses better. Even those who normally compete were contributing to the discussion on how to move our whole industry forward together. It was a highly energizing and motivating two days."

CHRS 2012 was also the capstone event for the twentieth anniversary of the CHR. In an anniversary video, CHR advisory board members and former CHR directors explained the CHR's development as the foremost source of hospitality research. The video can be viewed at http://www.hotelschool.cornell.edu/research/chr/anniversary.

"We see the CHRS as far more than two solid days of top-notch presentations, although that's exactly what it was," said CHRS chair Rohit Verma, professor of service operations management and former executive director of the CHR. "More important, the CHRS is the basis of ongoing applications of the research and discussions held here. We are focused on the industry's future."

The conference's opening keynote panel was made up of five hospitality CEOs who represented the remarkable diversity of enterprises that make up this industry. Their discussion framed the industry's major issues and set a constructive tone for the entire conference. The panelists pointed out the clear connection between operations excellence and value creation as well as the importance of capital investment to maintaining customer satisfaction.

They agreed that investment in staff training is important but that training should focus more on capabilities than on specific knowledge about the industry. Perhaps one of the industry's greatest challenges is finding ways to offset the focus on price and location in hotel sales, especially given consumers' use of online travel agents. The panel members acknowledged the importance of brands, particularly to hotel investors and to groups that are selecting a meeting venue. At the same time, the panel noted that creating real hotel differentiation is a challenging goal in the current environment.

Steven Carvell, SHA associate dean for academic affairs, chaired the panel, whose members were Arthur Adler '78,



Ted Teng '79 and Cindy Estis Green '79 at CHRS 2012



CHRS keynote panelists Arthur Adler '78, Sebastiàn Escarrer, David Peckinpaugh, Ted Teng '79, and Adam Weissenberg '85 with moderator Steven Carvell

managing director and CEO for the Americas of Jones Lang LaSalle Hotels; Sebastián Escarrer, former CEO and vice chairman, and current board member, of Meliá Hotels; David Peckinpaugh, president of Maritz Travel Company; Ted Teng '79; and Adam Weissenberg '85, vice chairman of Deloitte and Touche's travel, hospitality, and leisure sector.

A deans' panel chaired by Kirk Kinsell, MPS '80, president for the Americas at InterContinental Hotels Group, kicked off the second day of meetings. Panelists were John Bowen '70, dean of the Conrad N. Hilton College of Hotel and Restaurant Management at the University of Houston; Kaye Chon, dean of the Hong Kong Polytechnic University School of Hotel and Tourism Management; Fabien Fresnel, MPS '07, dean of the Ecole hôtelière de Lausanne: Biorn Hanson '73, dean of New York University's Tisch Center for Hospitality, Tourism, and Sports Management; and Christopher Muller, MPS '85, PhD '92, dean of the Boston University School of Hospitality Administration.

The deans pointed to the continual change in the industry as a chief driver for revisions in their approaches to student education, with changes in the students themselves also necessitating revised approaches. Even with these changes, though, basic knowledge and skills remain essential, including

communication ability and an understanding of ownership and operations. Rather than reaction to the industry's changes, the deans hope to see educators lead innovation.

In addition to the keynote panels, CHRS featured over 80 presentations by industry executives and academic researchers. Presenters shared some of the following insights:

- Travelers who book hotels and restaurants on their mobile devices tend to do so at the last minute. They prefer the flexibility of deciding to stay at a place after they've arrived.
- Research on restaurant customer preferences for technology finds a divide between what guests actually think and what the restaurant industry believes its guests think.
 Many guests appreciate being able to make online reservations.
- In a downturn, meetings are an easy target for budget cuts, but the fact that people need to associate makes this a false economy.
- Restaurants that enjoy great guest loyalty are consistently strong on four dimensions: service, hospitality, attention to detail, and sales revenue generation.

- Sustainability reporting is increasingly important to hotels, in part because many travelers use "green" standards for choosing hotels.
- Measuring sustainability continues to be a challenge, since there are so many variables in hotel operation, even with such standards as Energy Star and ISO 14001.
- Some hotels are not involved with social media due to management skepticism about its importance. That skepticism is based in part on the difficulty of measuring the effects of social media.
- On the other hand, social media offer a method for gaining feedback from guests, especially given that only about half of all guests will report problems to management.
- Hotels can use market analysis to determine whether they are hitting the market segments that they are targeting, particularly in terms of what segments deliver higher average daily rate.

The CHR will soon issue more detailed summaries of the panel discussions and individual presentations in its conference proceedings series. The proceedings are made possible by a team of student session reporters who stayed in Ithaca during the university's fall break and volunteered to take notes during the conference.



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CHS president's message

ver 60 alumni and their friends and family joined me in Siem Reap, Cambodia in November for the annual CHS Asia-Pacific Conference. In March, the AlpAdria chapter hosted a similar event in Budapest, Hungary. And several hundred alumni, students, and faculty came together to network and catch up at November's Ninetieth Annual Cornell Hotel Show Reception in New York City. In addition, our chapters in Boston, Washington, D. C., New York City, Atlanta, Miami, and San Francisco organized well attended educational panels and lodging outlooks this year, many of them as fundraisers for scholarships. By year's end, many alumni, students, faculty, family, and friends of the School of Hotel Administration will have came together at over 155 educational and social events.

CHS also hosts general membership meetings twice annually, in conjunction with Hotel Ezra Cornell and the New York hotel show. This year, we adopted a new format beginning with our spring meeting during HEC. In addition to Dean Johnson's updates on the school, we incorporated several mini-panels to present updates and information from the student body and academic areas. This meeting was also the first to be telecast live so that alumni around the world could participate from remote locations. At the fall meeting in New York, Professor Chekitan Dev, IMHI '85 moderated an alumni panel, "Defining the New Luxury."

For the last 85 years, the Cornell Hotel Society has been an integral component of the school, connecting students and faculty with our alumni and the industry. With the changing times

and dynamics of our alumni body, it is important that we continue to evolve to stay relevant for our stakeholders. In today's world, social media and digital technology provide alternative ways for our alumni and stakeholders to stay connected. The hospitality industry has also evolved, and many of our alumni are working in jobs outside the traditional hotel occupation. Against this backdrop, we have embarked on a project to help us review the role of the society and redefine our purpose. With a clear and relevant value proposition, we hope to excite alumni and in turn increase overall membership, engagement, and involvement with the society and the school.

In March, we commissioned the Cornell Research Institute to conduct an email/phone survey to gather feedback from our members and non-members about CHS. We then spoke with a dozen prominent alumni to get their thoughts about CHS. Concurrently, in partnership with the school, we engaged an outside company to research fifteen other well known university alumni organizations to better understand their successes, unique features, and challenges. We also organized in-depth focus groups to gather input and suggestions from a cross-section of alumni. With various stakeholders' input, our goal is to have a redefined mission for CHS that will serve as our roadmap well into the future-stay tuned.

At the end of the year, my term as president of CHS will also come to an end. I want to take this opportunity to thank all the chapter and regional leaders and other volunteers who have given their time, energy, and resources to serve the Cornell Hotel Society. I believe we have turned a corner and there is renewed energy and momentum among our chapters and alumni. I also want



Regan Taikitsadaporn '93

to thank this year's executive committee for all their support and dedication, making it possible for me to serve my presidency from Hong Kong. We will welcome Deniz Omurgonulsen 'oo as second vice president next year, while Raj Chandnani '94 will move up to first vice president and Liv Gussing '91 will become president. Please extend your congratulations and support to next year's executive committee. I am confident that Liv's leadership will take CHS to a whole new level.

With warmest regards,

Regan Taikitsadaporn '93 President, Cornell Hotel Society

Chapter events

Central America



The Central America chapter honored Fernando Poma '94, center, as Hotelier of the Year. With him are **Hans Pfister '95** and **Juliana Zúñiga '03**

San José, Costa Rica was the site of the Central America chapter's annual celebration on June 15. The group started with an intimate cocktail and lunch at La Divina Comida, an Italian-Peruvian fusion restaurant. Fernando Poma '94, vice president of Real Hotels and Resorts and a great leader in the region, was honored as Hotelier of the Year. The Cornellians who gathered shared memories of their days on the Hill, including the start of a few families.

That evening, the chapter hosted an evening of education at the

Lunch at La Divina Comida with, from left: Dominique Gapany, Real Hotels and Resorts; Nat Grew '94, Fernando Poma '94 and his wife; Nathalie Monge '05; Andrea Bonilla '97 and Hans Pfister '95; Juliana Zúñiga '03; Annette Grew '02, Jan Katz, SHA senior lecturer; Giovanni Graziano '11; Jesús Castro '79, Carlos Ramírez, PhD '79; Romy Van Hede, Real Hotels and Resorts; and Harry Katz, the Jack Sheinkman Professor in Collective Bargaining and Kenneth F. Kahn Dean of Cornell's School of Industrial and Labor Relations



Michael '82 and Michele **Medzigian** once again provided the ultimate venue for a CHS Chicago poolside barbecue, their fifth-annual, on July 15.

InterContinental San José. Topics discussed included successful hospitality development in Latin America, new consumer trends, the power of television and video as marketing tools, and dealing with the financial crisis at an operational level. Our featured guest, SHA senior lecturer Jan Katz, stirred the pot a little bit with a few interesting findings. This is how a room of eco-conscious Costa Ricans found out that their guests barely mention sustainability practices on Trip Advisor. Prof. Katz proposes that this is no longer a valid product differentiation. Food for thought!

One final cocktail allowed participants to network and learn about eCornell, executive education programs, and other offerings from the school.

Chapter president Juliana Zúñiga '03 and regional vice president Hans Pfister '95 did an amazing job of putting together this elegant and fabulous evening with the help of Nathalie Monge '05 and Paul Strasburger, PDP '01. Thanks go to the SHA and Destinos TV as sponsors, and to co-sponsors Real InterContinental Hotel, PDA, Cayuga Sustainable Hospitality, and Dispal, for a successful CHS event!

Chicago

The Medzigian manse was home once again to the Chicago chapter's Fifth Annual Poolside Barbecue. The July 15 event, organized by chapter president Sarah Samuels '04, Karen Berger '03, Chris Schalmo, and Michael '82 and Michele Medzigian with help from the SHA, was attended by about 70 alumni, friends, and family members. Chris Marshall '11 and Celia Erickson '12 helped with set-up and grilling, and Hart Davis Hart, the Turano Baking Company, and the Allerton Hotel generously provided in-kind sponsorships.

Finland

It has become a chapter tradition to host a meeting every August with Johnson School alumnus Jukka Laitamäki, MS '89, PhD '90, a clinical professor in New York University's Tisch Center for Hospitality, Tourism, and Sports Management. This year's presentation, covering Jukka's research on luxury hotel experiences, was very well received and generated much discussion. The event was held at the Rantapuisto Hotel.



The Finland chapter enjoyed its annual August event at the Rantapuisto Hotel. From left: Deiv Salutskij '71, Esko Paalasmaa '76, Pia Adlivankin '94, Veikko Vuoristo '76, Jukka Laitamäki, Jere Talonen, IMHI '97, and Karl von Ramm, MMH '10

South Florida

CHS South Florida convened on Sept. 13 at the Conrad Hotel in downtown Miami for their fourth annual Lodging Outlook breakfast and panel discussion, with Suzanne Amaducci-Adams, partner and head of the hospitality group at the Bilzin Sumberg law firm, as moderator. The crowd of more than 60 included local Hotelies as well as numerous owners, hospitality consultants, property managers, and members of the media, and all proceeds were donated to the chapter's scholarship fund. The presentation included alumni Daniel Peek '92, Jason Nick '00, and Max



Attending the South Florida Lodging Outlook meeting in Miami, from left: Geraldine Guichardo '10, Francesco Orofino '11, chapter president Jason Cotter '03, Wendy Chan '10, and Max Comess '07

Comess '07, among others, and discussion topics ranged from current tourism trends and initiatives, growing international visitation, and recent capital markets transactions to the potential impact of proposed casino gaming legislation. Many of the panelists said they thought additional gaming in the area could be positive—if done right. William D. Talbert, III, president and CEO of the Greater Miami Convention and Visitors Bureau, said the question is what kind of operation the area wants.

HFF, Ernst and Young, and Brilla Group co-sponsored the event. It was covered in the following day's *Miami Herald*: http://www.miamiherald.com/2012/09/13/3001368/growth-not-just-recovery-ahead.html.

Georgia

The Georgia chapter held another successful Atlanta Lodging Outlook event on Sept. 10. Just over 350 Atlanta-area hotel industry professionals attended the fourteenth-annual seminar. This year's event was held at the InterContinental Hotel in Buckhead, with Brian Ettelman '87, director of catering, serving as host.

Atlanta Lodging Outlook is organized with promotional assistance from the Atlanta Convention and Visitors Bureau and the Georgia Hotel and Lodging Association. The seminar is designed to provide hotel owners and operators with the information they need to prepare their marketing plans and budgets for the upcoming year.

Georgia chapter president Meri Goldstein '04 welcomed the attendees and then turned the proceedings over to moderator Kirk Kinsell '80, InterContinental Hotels Group's president for the Americas. Panelists were Roger Tutterow, professor of economics, Mercer University; Mark Vaughan, executive vice president of the Atlanta Convention and Visitors Bureau; Tim Hart, executive vice president of TravelClick; and Mark Woodworth '77, president of PKF Hospitality Research.

Jon Denison, SHA associate dean for external affairs, and Megan Kaminska, assistant director of development, attended the event, whose proceeds help support the Georgia chapter's scholarship fund.

The chapter also held several earlier events. On May 19, members and their families feasted on grassfed burgers and yummy organic side dishes during a visit to one of George Frangos '88's chain of Farm Burger restaurants. (Learn more at www.farmburger.net.)



Atlanta Lodging Outlook panelists and organizers included, from left, Mark Woodworth '77, Tim Hart, Meri Goldstein '04, Kirk Kinsell '80, Mark Vaughan, and Roger Tutterow



Incoming Hotelies **Savannah Woodworth '16** and **Taylor Meadows '16**, third and fourth from left in the front row, get a warm Georgia welcome



Cornellians gathered in June for a tour of the HGTV Green Home at Serenbe, a community outside Atlanta

On June 9, the chapter joined with the Cornell Atlanta Alumni Association for an exclusive private tour of the 2012 HGTV Green Home. The home is located in Serenbe (www.serenbe.com), an eco-friendly, 1,000-acre community founded by Garnie Nygren '05 and her family. Seventy-one people attended the event, which included a reception and remarks by Garnie and Steve Kemp, the Green Home's architect.

On August 8, 25 past, present, and future Hotelies gathered at the Mellow Mushroom Brookhaven restaurant to meet Savannah Woodworth '16 and Taylor Meadows '16. This annual welcoming event is a valuable introduction for incoming freshmen and transfer students to the supportive network they are joining in the Atlanta area.



These happy Hotelies and guests shared a fantastic meal at the Hyatt Regency Waikiki's new restaurant, Japengo. From left, front: Jenn Chun, MPS '95, Kazuaki Nakano, MPS '83, and Carolina Pachon, MMH '06; back: Brady Chalaire, Jenn Chalaire '01, Julie Morikawa '01, Ronald Watanabe '69, Amy Donn, Ryan Donn '00, Lori Wong '77, and Vish Bhatia, IMHI '98

Hawaii

Eleven lucky Hotelies gathered at the Hyatt Regency Waikiki on May 18 for a fabulous foodie adventure at Japengo ("Land of Mystery"), their newest concept. They were treated to appetizers of spicy edamame, handmade pork gyoza with miso glazed majuro, crisp fried tofu topped with salt-and-pepper eggplant, an enthralling dragon roll of unagi and Japengo specialty roll, and a perfect scallop batayaki garnished with tobiko. Entrees of prawn and mango salad with palm sugar dressing

on a prawn cracker, Miso glazed salmon, Kabocha with gai lan, and Emperor's steak with a divine shimeji mushroom sauce were served family style. All these marvels were paired with three excellent sakes: Rihaku Nigori, Mizbasho, and a junmai daijingo, Pearls of Simplicity. Their luscious dessert sampler included a chocolate brownie topped with chocolate ice cream topped with a coffee anglaise, mango mochi ice cream, Molokai sweet potato cheesecake, and a heavenly coconut crème brulée.

Kenya

Five members of the Kenya chapter—Christine (Tina) Ndibo, MMH '01, Julie Wahome '92, Mwakai Sio '74, Clement Nyamongo '74, and Samantha Muna, MMH '06—joined 400 others from across Africa and Europe in attending the Africa Hotel Investment Forum in Nairobi on September 25 and 26. Tina, Julie, and Samantha staffed the CHS table on the first day of the conference, handling many inquiries about the school and particularly about the MMH program, and running out of materials. The group looks forward to being involved in next year's AHIF, in neighboring Ethiopia.



Tina Ndibo, MMH '01, Samantha Muna, MMH '06, and Julie Wahome '92 stand ready for the start of the Africa Hotel Investment Forum in Nairobi on September 25

Taipei



Associate dean Steve Carvell (the guy in the tie) got together with alumni in Taipei on April 30. The group met at at L'Idiot, a restaurant owned by the Chen family. Chef Changfu "Fudy" Chen 'o6 is kneeling in front. Behind him, from left, are Winnie Chang '96 with her husband Radu Tomescu (in back) and son Corbin Tomescu, Ruby Tseng '02, Steve Carvell, Szu Lee '83, Jenny Chen '00, Elaine Liu '91, and Lulu Ma '87.

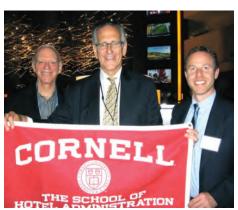
Washington, D. C./Baltimore

The DC/Baltimore chapter held a reception on May 9 for people attending the first annual Bisnow Lodging Investment Summit (BLIS) in Washington, whose metropolitan area is now headquarters to a significant concentration of major hotel investment companies. More than 80 people attended the reception at Härth Bar in the

Hilton McLean Tysons Corner, enjoying a delicious spread of food provided by Härth Restaurant. The event, sponsored by RD Jones and Hilton Worldwide, raised \$3,160 for scholarship support. The chapter also helped sponsor the conference, which included alumni panelists Jan Freitag '97 and Michael Barnello '87.



Donald A. Nouveau, **Brenna Halliday '03**, **Diana Zepeda '06**, **Jay Treadwell '61**, and **Anna Chung '03** enjoy the BLIS reception



Mark Bisnow shows some Cornell spirit at the BLIS reception in Tysons Corner, Va. With him are Jay Treadwell '61 and Stuart Levy '94

On Sept. 20, the chapter celebrated the ninetieth anniversary of the School of Hotel Administration with a reception and silent auction at the Sofitel Washington, D. C. Seventy alumni and guests attended the event, including four of the 90 Influential Hotelies featured in last spring's anniversary issue of *Hotelie*: Bill Eaton '61, Michael Barnello '87, Kevin Jacobs '94, and Cindy Estis Green '79. The silent auction raised about \$6,000, which the Cornell Hotel Society Foundation Match Program supplemented with an additional \$2,000. This enabled the chapter to meet its five-year goal of raising \$50,000 to endow the CHS Washington, D. C. Scholarship Fund. The chapter will continue its efforts to raise money and add to the fund as the scholarship starts to pay out in 2013. The scholarship will support Cornell University's initiative to eliminate student loans for those who come from families with the greatest need.



Michael Barnello '87 and Cindy Estis Green '79, two of our 90 Influential Hotelies, celebrate the school's ninetieth anniversary at the Washington, D. C./Baltimore chapter's Sept. 20 reception at the Sofitel in Washington

Remembrance

Walter T. Tatum '38 June 26, 2012 J. Russell Mudge '41 May 6, 2012 William P. Mathers '41 June 2, 2012 Priscilla Blaikie Hines '42 February 28, 2012 Harris R. Morrison '42 April 7, 2012 Herbert G. Eldridge '42 April 19, 2012 Robert A. Beck '42 July 31, 2012 William D. Falkenstein '44 August 29, 2012 William E. Zielinski '45 June 3, 2012 Roy Watson '48 September 10, 2012 James M. Bersbach '49 May 26, 2012 Robert W. Whitney '49 June 6, 2012 Howard N. Carlson '49 August 25, 2012 Maurice L. Waldron, Jr. '50 February 9, 2012 John E. Riihiluoma '50 April 29, 2012 William S. Coley '51 June 7, 2012 Richard P. Starke '52 July 7, 2011 Parry C. Benton '53 April 14, 2012 Joseph P. Simon '55 July 1, 2012 Carroll E. Dubuc '55 August 19, 2012

Ronald G. Roberts '57 April 12, 2012 Frederick A. Hahn '57 June 13, 2012 Richard J. Aschwanden '58 May 3, 2012 Emilio Rios '58 February 4, 2011 William N. Trimble '58 June 12, 2012 F. Dewayne Grissom '60 April 7, 2012 Monte J. Bradley '61 July 2, 2012 Tay B. Khuong '62 January 15, 2012 C. David Heymann '66 May 9, 2012 Frederick M. Waters '70 December 13, 2011 John J. Underwood '73 June 10, 2012 Michael W. Sansbury '74 August 9, 2012 Lawrence B. Murphy '82 April 21, 2012 Julie Schapire, MPS '83 December 19, 2011 Lawrence J. Kelly, III '83 May 30, 2012 Gregory P. Thornton '89 May 21, 2012 Johan G. Isberg '95 September 14, 2012

Job #43: Sailing the world for food

There is a book called 150 Good Food Jobs, and I've had 43 of them. Basically, these have been encapsulated within two long-term careers, one in Napa Valley as a winery culinary director and

the other in Ithaca,
where I spent
20-plus years
with the School
of Hotel
Administration. After
some years
teaching about
wines and
later restaurant management and
co-owning an
Ithaca restaurant,
I sorved as an

I served as an academic and career advisor. Several years after a serious cancer scare.

I retired at 55 and went rogue, looking for a new career combining my love of travel, food, culture, and service.



An array of chilis, sprouts, and herbs, the ingredients for Vietnamese pho soup

A semester at sea

I found my next calling in fall 2011 as the adult lifelong-learning coordinator for the University of Virginia's Semester at Sea program. With my husband Dave, 500 undergraduates, 60 adult learners, the faculty, and the crew, I sailed from Montreal to Casablanca, Morocco; Accra, Ghana; Cape Town, South Africa; Port Louis, Mauritius; Chennai, India; Penang, Malaysia; Ho Chi Minh City, Vietnam; Hong Kong and Shanghai, China; Kobe, Japan; Hilo, Hawaii; Puntarenas, Costa Rica; and Coxen Hole, Honduras before docking in Fort Lauderdale at the end of 120 days. Charles Winslow, III '13 and I were the only Cornellians on the ship, and we often compared notes before and after a port of call and imagined life on campus as we were crossing the equator or going through the Panama Canal.

My job was to keep the adults ("the Salty Dogs") happy and occupied. A perk of the job was the opportunity to chaperone field food programs, which I often did, including a Tropical Spice Garden in Penang Pang, a cooking class in Capetown, and a coffee plantation tour in Mercedes, Costa Rica. This freedom in ports allowed Dave and me to explore each host country independently for three to six days at a time. I spent that time focused on food; food in the markets, restaurants, and the street (which caused a bit of food poisoning and worse, two days in ship's quarantine).



Spices entice in the Ernakulam District market in Kerala, southern India

Our global alumni network

Hotelies personalized our visits by introducing us to locals, their customs and culture and, of course, their foodfrom production and preparation to consumption. Hotelies and other Cornell alumni showed us incredible support and hospitality. Christine Natsios '85 and Phil Miller '83 recommended people to contact, and Liv Gussing '91 generously reached out on my behalf. Scores of former students, colleagues, and college friends made suggestions and introductions for just about every port. The power of the network was extraordinary. often connecting me with old friends and former students who have become lifelong friends.

Food in every port

I view food as a root supporting many branches of a culture—its history, tradition, spiritual beliefs, political agenda, social norms, and community. My goal was to touch, see, feel, and taste as much food as possible in as many different places as possible, and thereby to glean a deeper understanding of its integral role in a culture. Cooking schools were one avenue, and I visited many, including three in Morocco, one in Penang, Malaysia, and two in South Africa. All offered lessons beyond the ingredients.

In the home of Mama Lungiswa, in a Capetown township, we killed a chicken in the bathtub and plucked it clean, learning the local Xhosa cooking while observing the challenges she faces in a land with few economic opportunities. On the other end of the spectrum, we met with a hip and highly spirited Brit, Mike Richardson, owner of the booming Café Clock in Fez, Morocco, who is also about to open a full-service cooking school.

In the remote cocoa plantation in the isolated village of Ebekawopa, Ghana (thank you to Tom Neuhaus, PhD (CALS) '00), the gracious Reverend Sampson proudly walked us through a densely planted cocoa orchard where huge cocoa pods hung low from their branches. We shared a meal of fried plantains, bean stew, and cut oranges in the reverend's home, a modest dwelling with no electricity, running water, or private bathroom. In the corner stood a beautiful wooden Ashanti stool that had been presented to Tom Neuhaus for his work to improve cocoa production in this and many other villages in the region. As we walked the mile and a half back to the main road, we passed a group of villagers who waved goodbye as they pounded palm seeds to make another village product, palm oil.

My goal was to touch, see, feel, and taste as much food as possible in as many different places as possible, and thereby to glean a deeper understanding of its integral role in a culture.



Traditional Chinese fishing nets in use in Old Fort Cochin in the Indian state of Kerala

In Japan, I joined students as we traveled in the wee hours to the Tokyo Metropolitan Central Whole Market. There we found the chaotic but exhilarating Tokyo fish auction in full swing. Intermediate wholesalers and buyers in bleacher stands were holding up palettes, bidding on the various fishes presented. Sounds of buzzsaws filled the air as fishmongers cleaned and cut huge tunas into sizable chunks.

A five-country sampler platter

India

Thanks to the gracious hospitality of Amie Inman, owner of the La Paz Group with her Hotelie husband Crist Inman, MBA '90, PhD '97, our stay on the southwestern coast of India surpassed anything we could have imagined.

It began in Fort Cochin with a traditional Thali lunch—aromatic rice, spicy lentil, and curried vegetarian preparations served on a huge banana leaf and eaten with fingers. Afterwards we moved on to the open-air food markets at nearby Ernakulam's famous Broadway. Each stall conveyed the pride of the vendor—no matter how simple the food, displays were spectacular in their simplicity and vibrancy.

Amie's favorite spice store was lined with wooden bins, burlap sacks, and tin containers holding an endless array of spices. I left clutching packaged whole spice blends that the storekeeper kindly created, precious containers of saffron, and bags of sugar-coated fennel and candied cumin seed. Small stashes of candy remain in my cupboard.

Amie had arranged for two other extraordinary adventures, with Raxa Collective: River Escapes in Appelley and a visit to Cardamom County in Thekkady. Our river escape included an overnight cruise on a wooden houseboat built for two passengers. Our crew of captain, first mate, and chef were

gracious, formal, and attentive. The oversized wicker chairs, large open-air windows, and air-conditioned master bedroom felt like an embarrassment of riches—to which we adapted graciously and quickly.

Having been a chef on the high seas myself, my attention was on the chef, who skillfully prepared our fish, a favorite on the Kerala backwaters called pearl spot or karimeen. Though it resembled more of a skeleton than an edible item, its boniness, crunchiness, and spices were delicious. The local trinity of mustard seeds, turmeric, and curry leaves often underlay such flavors as coconut, fenugreek, chilis, tamarind, or cumin. I took copious notes between bites and today continue my ambitious attempt at replicating those flavors.

Cardamom County, home to highaltitude tea and rubber plantations, was our next excursion. At Dave's urging, we went "local" and made the 400-mile trip in a stripped-down bus, packed like sardines, barreling through dusty villages on bumpy roads in steep mountains, the gears relentlessly grinding and shrieking and the horn constantly honking to warn those around blind curves. Though unnerved at first, I soon settled into my lumpy seat, feeling very content as I lazily gazed out the window.

Our destination was a farm in full bloom with lush gardens of spices, herbs, and tropical fruits. My private cooking class with the executive chef, an unexpected gift arranged by Amie, included fragrant duck roast with thirteen spices as well as *appam* and *puttu*, aromatic, coconut-based rice dishes. But it was the chef's dazzling dosas (large, crepe-like pancakes) that captivated. As he poured the batter onto the center of a hot griddle, it formed a large round disk that was either quickly rolled or shaped into an imposing cone or a beautiful flower.



Lang takes a lesson from master noodlemaker Ueda-sensei in Osaka

Japan

As soon as I saw Rose Tanasugarn, A&S '90 wearing her Big Red sweater and holding a package of chocolatecovered Pockys at Kobe's dock, I knew we were in for a Cornell-Japan foodie love fest. Rose works for Hitoshi Nakauchi, MPS '92, president of the Kobe Portopia Hotel, and is a devoted Cornellian. She took us to roam the Osaka Isetan Department Store's underground food floor, known as depato chika, where perfectly round melons, nestled in beautiful green-lined cushioned boxes, sold for \$125. No matter the cost, every item from dozens of kiosks was elegantly packaged with exquisite precision, from simple sweets to elaborate but exacting placement of sashimi.

We spent the afternoon making soba noodles with Ueda-sensei, a master

> noodlemaker in his sixties. He began by turning buckwheat flour and water into a smooth dough and kneaded it into various shapes, including a chrysanthemum, before rolling it into a perfect circle, and finally a perfect square. The square was then folded upon itself to create a layered block and cut (with a menacing-looking cleaver) into matchstick-thin noodles.



A food market in a water village outside of Shanghai

We tried to reproduce what we saw, the master gently adjusting our technique with the knowledge that the outcome would not be pretty. But we all admitted, as we ate our hard-earned lunch with slender-tipped chopsticks, that our noodles tasted pretty darned delicious.

Chiaki Tanuma, MPS '80 and his assistant, Noriko Konuma, made it possible for us to participate in a private tea ceremony in the small and beautiful town of Kamakura, known for its multiple temples, shrines, Great Buddha of Kamakura, and fabulous soft-serve green-tea ice cream.

Like soba noodlemaking, the Japanese tea ceremony is ancient. A powdered, slightly bitter green tea called *matcha* was prepared and served with dreamlike grace in a sparse but beautiful room called a *washitsu*. Every movement of the ceremony has meaning; the sequence, though fluid and seemingly effortless, is tightly orchestrated and

Outposts

complex. Our hostess, who had performed this ceremony for over 40 years, appeared to float across the room between exactly angled bows; she rose and knelt seated on her heels without hesitation or interruption. Her calming aura exuded a beautiful, peaceful energy. I could feel my breathing becoming slower, even as my cramping legs finally lost feeling.

Hong Kong

There is a robust community of Hotelies among Hong Kong's seven million people. Christa Chi '09 was my host by

people. Christa Chi '09 was my host by elflike instruc

A food vendor approaches Lang's tour bus during a border stop between Vietnam and Cambodia

night and organized a great dinner party that included Otto Rincon '01 and husband and wife Gary Lam '90 and Ada Lo '92, MPS '93. Ada, an assistant professor at Hong Kong Polytechnic's School of Hotel and Tourism Management, had arranged for me to speak to the students in a cruise-line class.

I was delighted to be given a tour of the school and of their hotel, the ICON, a stunning display of modern design with a spectacular vertical garden by French botanist Patrick Blanc. The abundance of artfully displayed seafood in the top-floor dining area would make any foodie swoon. Raw octopus on ice never looked so good.

During the brief stay in Hong Kong, I squeezed in a *dim sum* cooking class, participated in a tai chi session in a busy city park, and took part in a Chinese tea tasting. The pace in Hong Kong felt frenetic, but our elflike instructor reminded us to turn

the internal volume down and slow our pace while instructing us to "move hands like clouds" and "push needle to sea bottom."

Vietnam

The ship arrived in Ho Chi Minh, a city erupting with ultramodern architecture in homage to economic prosperity. Glossy billboards and signs everywhere were promoting expensive clothes, sporty cars, Rolex watches, and other luxury items—a totally

unexpected landscape.

Our brief time in Vietnam started with a bowl of spicy pho soup and a friendly tuc-tuc driver. The number of patisseries and cafés recalled the prewar French influence and long-gone aristocracy. Thousands of scooters and motorcycles fill the streets. Traffic lights, which are few and far between, seem to signal the start of a motocross race with every change to green. To cross, you must walk slowly without stopping or changing your speed—if you do, you will die, or with luck, just get hit. As we steadily made our way, vehicles swerved around us without a honk or blink of the eye. A steady pace allows the driver to predict how and when to go around you. Praying doesn't hurt either.

Cambodia

In Phnom Penh, our goal was to become familiar with EGBOK Mission, the nonprofit founded by Ben Justus '08. EGBOK teaches Cambodian young adults basic hospitality skills so they can pursue careers in the local hotels or restaurants. We visited EGBOK's Palm Tree Foundation orphanage, where Andrew Vlock '11 was spending a year teaching and mentoring about 20 students. After talking to the students about job interviewing, I thought I could be of benefit here as well. Dave and I spoke at length with Ben over a delicious meal in Siem Reap and agreed to think about returning for an extended period of time.

Moving ahead: Job #44

Dave and I are back in Siem Reap now, volunteering at EGBOK from October through December 2012. After our commitment ends, we will travel in Southeast Asia for another three weeks, hoping to expand our connections with Hotelies around the world, many of whom I hope to have seen at the CHS Asian Regional chapter meeting in early November, held right in Siem Reap.



about job #44. I want to continue somehow this momentum of forging new relationships around the world within the closely knit community of Cornellians and specifically Hotelies. Traveling around the world was incredible, but I have the most gratitude for my old and

new relationships with fellow Cornellians. Their outreach, generosity, and What can I say? Hotelies dream big. ■



Upon retiring from the School of Hotel Administration in 2010, Barbara Lang launched the Etiquette Factor, a platform for presenting fun and insightful seminars offering practical strategies for pursuing life-changing career opportunities. She presents business etiquette, networking, and career development seminars across the Cornell campus and consults to Cornell's Office of the President and Provost. She will conclude her work at Egbok Mission in February 2013.

changed my life. I'd like to provide similar memorable

through food adventures,

travel excursions, and cultural immersion.

moments to others

Succulent soup from Ho Chi Minh City

Read more about Barbara's adventures at www.egbokmission2012.wordpress.com.

Where are the class notes?

The class notes are password-protected.

To view them, click on the "Alumni version" link and log in here:

www.hotelschool.cornell.edu/about/pubs/chsmag/



189 Statler Hall tower Ithaca, NY 14853-6902

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Hotelie

The magazine from *the* school for hospitality leadership