From the Center

Reflections on Our Recent Subscriber Survey

In March 2005, we asked subscribers of the *Cornell Quarterly* (that is, those for whom we had e-mail addresses) to complete a short survey. At the time I am writing this, we had received 97 completed surveys from the 981 subscribers we had polled, for a response rate of 9.9 percent.

In one survey question, almost 60 percent of the respondents said that the articles in the *CQ* over the past year were “a little” (47.4 percent) or “far” (12.4 percent) too academically oriented. If the *CQ* tilts a bit toward the academic, that is intentional, even though its articles are meant to be useful for practitioners as well as researchers. That said, I invite *CQ* readers who would like to read articles that are tilted toward practitioners to check out the CHR Reports series and other material posted by the Center for Hospitality Research—the CHR—at TheCenterForHospitalityResearch.org. In addition to its signature reports, the CHR has a variety of free content targeted directly at people working

Gary M. Thompson

in the hospitality industry. In previous columns (including November 2004 and February 2005), I have written about the CHR and what it offers the industry, but the survey results warrant that I again address the CHR. In particular, I'm referring to another question on the survey, which asked, “Have you registered to download reports from The Center for Hospitality Research (the publisher of the *CQ*)?” Close to two-thirds of the respondents (sixty-one of ninety-four who responded to this question) had not registered.

I'd like to draw your attention to Exhibit 1, which lists the fifteen most popular items on the CHR Web site, based on downloads from October 2003 through mid-March 2005. Collectively, these items cover restaurants and lodging, from line-level to high-level issues, and are both prescriptive and descriptive. I would like to emphasize that these items are available free—all you need do is register on the CHR Web site to download any and all of these items and more.

<i>Rank</i>	<i>Item</i>	<i>Authors</i>	<i>Content Type</i>	<i>Total Downloads</i>
1	Why Discounting Doesn't Work: The Dynamics of Rising Occupancy and Falling Revenue among Competitors	Cathy Enz, Linda Canina, and Mark Lomanno	CHR Report	2,306
2	Restaurant Revenue Management	Sheryl Kimes	CHR Report	1,657
3	Understanding Switchers and Stayers in the Lodging Industry	Iselin Skogland and Judy Siguaw	CHR Report	1,398
4	Evolution in Electronic Distribution: Effects on Hotels and Intermediaries	Bill Carroll and Judy Siguaw	CHR Report	1,365
5	Workforce Scheduling: A Guide for the Hospitality Industry	Gary Thompson	CHR Report	1,319
6	Four Seasons—A Case Study	J. A. Fantaci, S. Halici, M. Stathokostopoulos, V. Trapenard, P. Ullberg, and E. Willars	Case Study	1,158
7	Yield Management	Glenn Withiam	CHR Report	1,137
8	Mega Tips: Scientifically Tested Techniques to Increase Your Tips	Michael Lynn	CHR Tool	1,096
9	Making IT Matter: A Manager's Guide to Creating and Sustaining Competitive Advantage with Information Systems	Gabriele Piccoli	CHR Report	1,031
10	Fairmont Hotels & Resorts—A Case Study	Carol Fisher and Cheryl Leas	Case Study	992
11	Why Customers Shop Around: A Comparison of Hotel Room Rates and Availability across Booking Channels	Gary Thompson and Alexandra Failmezger	CHR Report	934
12	Hilton Case Study	S. Wu, P. von Bodman, and R. Saab	Case Study	905
13	Six Continents—A Case Study	A. Baru, Y. Hou, V. Patel, B. Spinnenweber, A. Talera, and K. Wilson	Case Study	862
14	Retaining Management Talent: What Hospitality Professionals Want from Their Jobs	Misako Taylor and Kate Walsh	CHR Report	861
15	Increasing Servers' Tips: What Managers Can Do and Why They Should Do It	Michael Lynn	CHR Report	834

In addition to the items listed in the exhibit, the CHR Web site has more than twenty other reports, nine other case studies, and several other tools. Since the list in the exhibit contains the most popular downloads over the past eighteen months, recent reports and tools are underrepresented. Our 2005 plan calls for the CHR to release two new reports or tools

per month; so even if you have previously downloaded CHR content, it's a good idea to check back periodically. Check out the CHR today at TheCenterForHospitalityResearch.org and you, too, can have "Five

Star Research at Your Fingertips." I'm confident that you'll be glad you did.—
G.M.T.

THE CENTER FOR HOSPITALITY RESEARCH

Gary M. Thompson, Executive Director
Joseph D. Strodel, Jr., Managing Director
Glenn Withiam, Director of Publications
Jennifer Macera, Administrative Assistant

About The Center for Hospitality Research

A unit of the Cornell School of Hotel Administration, The Center for Hospitality Research (CHR) sponsors groundbreaking research designed to improve practices in the hospitality industry and publishes the award-winning Cornell Hotel and Restaurant Administration Quarterly. Under the lead of CHR's 35 corporate supporters, experienced scholars work closely with business executives to discover new insights into strategic, managerial, and operational issues. To learn more about CHR and its projects, visit <http://www.chr.cornell.edu/>.