Roundtable Recap:

Climate Action Needs to Drive Destination Planning—Why Isn't It?

by Megan Epler Wood, Ante Mandić, O'Shannon Burns, and Mark B. Milstein

Introduction: Focusing on Destination Planning

Climate Week NYC

This report is a synthesis of the 2024 Climate Week NYC session called "Climate Action Needs to Drive Destination Planning, Why Isn't It?," which was convened as part of the Sustainability in Travel, Tourism, and Hospitality Roundtable organized and hosted by Cornell University's Center for Hospitality Research and the Center for Sustainable Global Enterprise. This session examined the persistent gap between high-level climate policy discourse and evidence-based implementation by national tourism offices (NTOs) and destination marketing and management organizations (DMOs). Although climate change represents an existential challenge to the long-term viability of the global tourism sector,[1] the integration of climate into destination planning remains sporadic and underdeveloped.[2] Session participants invited included DMO leaders, travel and tourism association and NGO CEOs, private sector sustainability directors, protected area leadership, and academic and consulting specialists in sustainable tourism.

---

[1] Scott, D. and Gössling, S. (2022) "A review of research into tourism and climate change – Launching the Annals of Tourism Research curated collection on tourism and climate change," Annals of Tourism Research, 95, 103409. doi:10.1016/j.annals.2022.103409.

[2] See: Epler Wood, Megan, Mark Milstein, Kathleen Ahamed-Broadhurst (2019) Destinations at Risk, The Invisible Burden of Tourism, The Travel Foundation, Cornell University & EplerWood International, https://www.thetravelfoundation.org.uk/invisible-burden/;

Research has documented the persistent misalignment between global climate goals and tourism strategies at local, regional, and national levels.

Roundtable participants' discussion focused on the perception that governance of the travel and tourism economy and its present institutional configurations—both at national and regional scales—have fallen short of anticipated climate goals. That shortfall was attributed to the isolation of tourism policy makers from the local government entities that oversee regional planning for both climate resilience and infrastructure needs.

Evidence presented during the session echoed recent scholarship that has confirmed that the typical structure of both DMOs and NTOs lack the technical and institutional capacity to deploy evidence-based systems for lowering greenhouse gas (GHG) emissions and that "despite widely acknowledged urgency, tourism policies to address climate mitigation and adaptation remain limited."[3] Additional research has documented the persistent misalignment between global climate goals and tourism strategies at local, regional, and national levels.[4] These findings, together with participants' voiced experiences at the roundtable session, reinforce the need for a more integrated approach to climate governance in tourism—an approach which is inclusive of required disciplines and jurisdictions over vital assets and oversight of regional development patterns.[5]

This session explored the enabling conditions for accelerating climate-responsive planning. Those conditions include strengthening destination-level management systems, facilitating public-private collaboration, improving regional data collection, and developing innovative financial tools. Rather than rely on siloed or voluntary initiatives (e.g., voluntary codes of conduct for visitors, or responsible business practices and guidelines) which often lack enforcement mechanisms or penalties for non-compliance, participants voiced a need for a systemic transformation that equips local governments with the mandates, data, and fiscal mechanisms required to manage tourism GHG emissions.

Central to this transformation would be the need for tourism's GHG emissions to be systematically accounted for in nationally determined contributions (NDCs), that is, in the commitments that countries make to reduce their greenhouse gas emissions as part of international efforts to institutionalize climate change mitigation. Such change could drive more coherent national tourism leadership around climate mitigation and adaptation by way of systematic measurement of GHG emissions guiding tourism policy. Participants saw this as a way to catalyze how tourism development can be shaped to align with relevant climate risks.

The Problem: Climate Inaction in Tourism Governance

Despite clear scientific consensus and growing international pressure on the need for urgent decarbonization and resilience planning, the tourism sector continues to lag in operationalizing meaningful climate action. This stagnation is particularly evident within the structures and mandates of NTOs and DMOs, which often lack both the capacity and jurisdiction to lead climate strategies.[6] Over 900 organizations (including 94 destinations) became signatories to the 2021 United Nations Glasgow Declaration on Climate Action in Tourism, for instance, but as of 2024 only 28 percent of the signatories have submitted climate action plans, and just 17 percent of countries which signed have integrated any tourism-related actions into their NDCs.[7]

A 2024 study found that tourism contributed 8.8 percent of global GHG emissions in 2019 —an increase of 8 percent from 2013—with tourism carbon emis-

[3] OECD (2024) OECD tourism trends and policies 2024. Paris: OECD Publishing. doi:10.1787/80885d8b-en.

[4] Scott, D., & Gössling, S. (2025). "Beyond ambition: a review of tourism climate change declaration outcomes and prospects from Baku," Journal of Sustainable Tourism, 1-22.

[5] Note that the term "destination planning" used throughout this document reflects the regional and local scale planning used in typical government policy sectors related to development of local natural and cultural assets.

[6] World Tourism Organization (2019) UNWTO guidelines for institutional strengthening of destination management organizations (DMOs): Preparing DMOs for new challenges. Madrid: UNWTO. doi:10.18111/9789284420841.

[7] *Ibid*.

> The complexity of the industry complicates integration of GHG emissions accounting into national or destination reporting for tourism.

sions growing at more than twice the rate as that of the global economy.[8] Tourism emissions encompass the full tourism system, including transportation, accommodation, food services, and retail. Moreover, the post-pandemic rebound is projected to return the sector to an annual emissions growth rate of 3 to 4 percent.[9]

Climate strategies often remain isolated from core tourism planning due to weak integration between NTOs and the environmental ministries, infrastructure agencies, and local governments involved in climate planning. Additionally, the primary legislated mandate for most DMOs is to focus on destination marketing and visitor services, with visitor numbers and economic performance as primary performance metrics. Consequently, climate and other environmental, social, and economic development concerns are assigned lower value. Overall, there is a lack of holistic planning systems which can be directly applied to sustainable development solutions, particularly as the climate changes.[10]

Roundtable participants noted that standardized GHG reporting should be integrated into national reporting and nationally determined contributions (NDCs). They posited that consistent GHG emissions accounting for tourism had not been integrated into national or destination reporting to date, in part because the tourism economy is composed of many inter-related industries with different reporting requirements. Moreover, panelists observed that few governments have attempted to deliver on the standardized accounting of GHG emissions for national tourism economies, as these would have to include cruise lines, airlines, tour operations, and hotels, all of which use separate accounting systems at present (among other barriers).

Additionally, the issue of economic justice for tourism-dependent economies was viewed as needing attention. These views are supported by research which has indicated that the prioritization of short-term economic gains from tourism remains common due to existing tourism statistical reporting systems that emphasize growth and positive impacts,[11] but do not note the cost of tourism management and the invisible burden of tourism on destinations worldwide.[12] Recent work in Barbados, for instance, identified a promising approach to attract investment to lower climate risk as part of an effort to foster new inclusive approaches to economic development.[13]

Roundtable participants indicated that most climate initiatives in the tourism sector have sought to engage DMOs as the most likely entities to manage tourism destinations' climate mitigation and adaptation. That said, DMOs rarely have jurisdiction over infrastructure, energy, or zoning of land and natural resources—all of which are critical leverage points for reducing GHG emissions. Additionally, even when tourism climate strategies and targets exist at the national level, they are often not coordinated with regional government planning. This level of integration was seen as necessary to effectively integrate aviation and cruise activities into GHG accounting, and to ensure that tourism development and planning are informed by broader emissions targets and climate action plans.

One case highlighted in the session illustrated these dynamics. A political leader of a regional tourism destination sought to focus more on high-value tourists. However, due to those visitors' use of private planes, the region's carbon footprint escalated by 80 percent, even as the DMO's sustainability office was striving to lower impacts. This case underscored the need for integrated analysis of tourism impacts that guides decision-making; systems that insulate climate action from political whims; local climate action plans that recognize the significance of tourism in their GHG

[8] Sun, Y.-Y., Faturay, F., Lenzen, M., Gössling, S. and Higham, J. (2024) "Drivers of global tourism carbon emissions," Nature Communications, DOI:10.1038/s41467-024-54582-7.

[9] *Ibid*.

[10] Loehr, J. and Becken, S. (2021) "The tourism climate change knowledge system," Annals of Tourism Research, 86, 103073. doi:10.1016/j.annals.2020.103073.

[11] OECD (2025) Strengthening the evidence base for a sustainable tourism future in Greece, a tailored set of sustainability indicators, OECD Tourism Papers, OECD Publishing, Paris, April 25, http://dx.doi.org/10.1787/6e46e845-en.

[12] Epler Wood, Milstein, and Ahamed-Broadhurst, 2019.

[13] Alva-Hart, V and Jennifer Doherty-Bigara. (2024) Barbados: Turning vulnerability into climate action, InterAmerican Development Bank, Hablemos de Sostenibilidad y Cambio Climatico Blog, April 30, https://blogs.iadb.org/sostenibilidad/en/barbados-turning-vulnerability-into-climate-action/

Promising policy experiments are emerging to seek to strengthen data-driven climate governance at the destination level.

accounting; and the growing importance of integrating visitors into local climate strategies.

Structural Barriers to Destination-level Climate Action

Roundtable participants indicated that although climate action should be implemented at the destination level, that is also where institutional limitations are most acute, including the following:

1. Local governmental actors have no clear pathway to new forms of governance to carry out policies related to lowering tourism's GHG emissions.
2. The multi-sectoral nature of the tourism industry, including cruise, aviation, hotels and tour operators, has caused a wide range of siloed reporting systems, without one clear system in place for managing and lowering GHG emissions at the regional or national level.
3. Tourism policy leaders are largely not focused on efforts to innovate and redevelop systems for tourism management, instead investing in analyses that review sustainability challenges or highlight small-scale results and niche products without analyzing the broader impact of tourism on nations or regions.
4. By and large, national and regional tourism leaders seek to benefit from tourism growth and take credit for greater prosperity in their regions. Indeed, many are dependent on tourism and are concerned that changes in tourism marketing procedures will risk local economic well-being.

It was suggested that addressing these structural barriers would enable destinations to move towards more sustainable and climate-resilient tourism models.

Innovative Responses and Emerging Models

While the barriers to climate-responsive tourism governance are substantial, the session highlighted a series of emerging institutional innovations that offer potential pathways forward. For example, Innovation Norway is a public agency functioning as a centralized platform for coordinating multi-sectoral climate action, including tourism. Through its integrated emission accounting system and evidence-based financing tools, Innovation Norway exemplifies how state-led planning ecosystems can support both policy coherence and climate-aligned investment. Yet, challenges persist—particularly in engaging small and medium-size enterprises (SMEs), whose participation remains limited due to reporting burdens and capacity gaps.

Several other promising policy experiments are emerging to seek to strengthen data-driven climate governance at the destination level. Policy analysis for the nation of Greece has found that close cooperation between data specialists and policy makers can foster a network of tourism data systems at regional levels that are responsive to local needs. This would entail creating a national data center, a project that is presently receiving OECD support with European Union funding. The new system is to include relevant indicators for key tourism ecosystems (e.g., from data centers monitoring marine, maritime, and mountain regions). The data management scheme is designed to use tourism sustainability indicators that align with the UN Tourism's SF-MST statistical framework to then provide a national tourism statistical data center in Greece.[14]

In another example, a governance innovation was recently launched in Croatia, where the national government adopted a statutory methodology for calculating tourism carrying capacity. This reform mandates that destination management plans include quantifiable ecological, social, and infrastructure indicators. Presented at the European Commission's "Unbalanced Rollercoaster" workshop in May 2025 as a model of data-informed governance that links tourism planning directly to sustainability thresholds, this national-scale intervention represents an actionable framework for embedding climate-conscious regulation into regional operations.[15]

Several roundtable participants emphasized the need to align regional decision-making processes around tourism zoning, infrastructure, and capital allocation with low-carbon outcomes. They recommended this be powered by regionally governed tourism data systems that are interoperable, reduce the fragmentation of emissions reporting, and streamline access to

[14] OECD, 2025.

[15] EU Tourism Platform (13 June 2025) Workshop resources, "Unbalanced Rollercoaster: EU Tourism tools for a Smoother Ride." https://transition-pathways.europa.eu/event-resources/workshop-resources-unbalanced-rollercoaster-eu-tourism-tools-smoother-ride

Climate-responsive tourism planning will not materialize without deep structural reforms to the structure of destination management.

climate finance. An expert in sustainable infrastructure noted that regulatory fragmentation typically undermines progress on generating more sustainable energy, waste, and water treatment and that the focus on tourism destination emissions at the regional level is rare. The head of a multi-national tour operator's sustainability program stated that their efforts to contribute to climate action plans were often undermined by a lack of experienced individuals working at the DMO level. Academic research reinforces these points.[16]

DMOs have a disproportionate influence over tourism demand, yet minimal authority over infrastructure systems, energy grids, land-use planning, or other key determinants of tourism carbon intensity. While DMOs could play a more active role in advocating for sustainable infrastructure and mobilizing green finance, this would require a shift in mandate and the development of internal talent trained to manage these data systems and issues.

Systemic Reform: What Needs to Change

Participants' basic consensus was unambiguous: climate-responsive tourism planning will not materialize without deep structural reforms to the structure of destination management. These reforms need to address longstanding institutional, financial, and jurisdictional gaps that currently constrain action, including the following:

1. **Capacity and mandate of DMOs**. DMOs are not designed to manage decarbonization. Their traditional focus on marketing and targeting visitor information and dynamics does not equip them to handle the complexities of climate governance. Any climate strategy that relies on DMOs as central actors need to be: **(1)** accompanied by substantial mandate expansion, professionalization, and resource infusion; and **(2)** analyzed and adapted as destinations seek to genuinely integrate climate action into their work (e.g., Innovation Norway).
2. **Conflicts of interest**. There is an inherent tension between the objectives of promoting tourism growth and implementing measures that may restrict it for environmental reasons.[17] This conflict can deter DMOs from fully engaging in climate action initiatives.
3. **Jurisdictional limitations**. Effective climate mitigation requires control over emission-intensive systems (e.g., energy, transportation, land use). Yet, most DMOs are jurisdictionally excluded from these domains, rendering them structurally incapable of executing climate strategies without coordination from infrastructure or environmental ministries.
4. **Funding mechanisms**. While tourism taxes and visitor fees have proliferated globally, their design and purpose can be unclear to citizens and other policy makers in government. For example, these funds are rarely linked to GHG emissions, infrastructure resilience goals, or documented tourism impacts. Transparent, evidence-based allocations of these taxes, tied explicitly to decarbonization targets, could materially advance climate resilience.
5. **Centralized governance models**. Models in Norway and Greece demonstrate the value of centralization—not to displace local planning, but to enable it through shared data platforms, strategic oversight, and incentive alignment. These systems foster consistency, enable benchmarking, and empower climate leadership at multiple governance levels.

To move from rhetoric to action, participants suggested that these systemic challenges be addressed directly—governance reform would be the foundation for any viable tourism climate strategy. A recent example of emerging climate-aligned fiscal policy can be found in Hawai'i, where the state legislature passed a tourism-focused environmental tax in May 2025. The measure introduced a 0.75-percent fee to be paid by visitors in hotel, cruise, and short-term rental accommodations. This "Green Fee" is expected to generate

[16] Guix, M., Babakhani, N. and Sun, Y.-Y. (2024) "Doing all we can? Destination management organizations' net-zero pledges and their decarbonization plans," Journal of Sustainable Tourism, DOI:10.1080/09669582.2024.2357377.

[17] Sun, Y.-Y., Faturay, F., Lenzen, M., Gössling, Se. and Higham, J. (2024) "Drivers of global tourism carbon emissions," Nature Communications, https://www.nature.com/articles/s41467-024-54582-7

approximately $100 million annually, earmarked specifically for climate adaptation, the conservation of Hawai'i's natural areas, and support of bonds to finance large-scale infrastructure and environmental resilience.[18]

Conclusion: Toward a Climate-conscious Planning Framework

The 2024 Climate Week Roundtable session exposed this sobering paradox: while the scientific case for urgent climate action in tourism is unequivocal, institutional responses remain slow, fragmented, and structurally constrained. Tourism continues to be a significant contributor to global GHG emissions, yet destination-level governance systems are neither designed—nor sufficiently mandated—to manage this impact effectively. As participant comments made clear, climate mitigation in tourism will not be advanced through *ad hoc* improvements or voluntary corporate pledges alone. The issue demands a comprehensive shift in how tourism is governed, financed, and evaluated. Such a shift begins with recognizing that although DMOs are often cited as the entities to manage this transition, they often lack the mandate, capacity, and financial mechanisms needed to lead comprehensive decarbonization strategies.

Recent research in Greece points to a potentially scalable model: the development of regional data centers and national observatories that utilize consistent climate accounting frameworks aligned with UN Tourism's SF-MST statistical standards. These emerging structures are designed to respond to localized needs while supporting national-level integration of tourism-related GHG data into climate planning.

For such models to succeed, though, they must be paired with robust planning systems. A new approach is needed—one that redefines 21st century tourism governance through both a demand-side (market) and supply-side (infrastructure and ecosystem) lens. For example, the use of geospatial mapping tools can integrate socio-economic data, environmental indicators, resilience metrics, and tourism systems boundaries.[19]

While the scientific case for urgent climate action in tourism is unequivocal, institutional responses remain constrained.

Models like Innovation Norway and initiatives in Greece and Hawai'i further underscore what is possible when emissions are tracked, financial incentives are aligned, and institutional leadership is cultivated. These efforts signal the direction in which the tourism sector should evolve for climate action to drive destination planning: toward systemic, evidence-based, and regionally anchored governance.

To make this transformation operational, participants identified the following five shifts:

1. **Mandate integration**. Align decarbonization with tourism development across all levels of governance.
2. **Capacity building**. Develop capacity to account for and manage tourism-related GHG emissions, which can be included in NDCs (if mandated).
3. **Data governance**. Establish regional, interoperable systems for GHG emissions accounting, tied to policy triggers and infrastructure financing.
4. **Innovative financing**: Use transparent tourism-linked fiscal instruments like taxes, fees, incentives, and fiscal support from development banks to support policy reforms and directly support climate infrastructure and resilience.
5. **Political commitment**: Cultivate public and private leadership capable of reconciling near-term competitiveness with long-term environmental security.

Ultimately, tourism's contribution to climate stabilization will hinge not on rhetorical support for sustainability, but on the creation of durable, enforceable systems that align planning decisions with planetary boundaries. A climate-conscious planning framework is not simply a technical blueprint—it's a political, institutional, and cultural shift toward tourism that sustains both people and the planet. ■

---

[18] Honore, Marcel, (2025), "Hawai'i Makes History As First State to Charge Tourists to Save Environment," Honolulu Civil Beat, May 27, https://www.civilbeat.org/2025/05/hawaii-becomes-first-state-to-charge-tourists-to-protect-the-environment/.

[19] Sustainable Tourism Asset Management Program (STAMP) (2025) Puerto Rico El Yunque National Forest Regional Program. https://business.cornell.edu/centers/sge/programs/sustainable-tourism-asset-management-program-stamp/el-yunque-puerto-rico/, Center for Sustainable Global Enterprise, SC Johnson College of Business, Cornell University.

About the Authors

Megan Epler Wood is the Managing Director of the Sustainable Tourism Asset Management Program (STAMP) at Cornell University in the Center for Sustainable Global Enterprise at the SC Johnson College of Business, where she is the lead lecturer for a comprehensive 40-hour, self-paced, 2022 digital course "Sustainable Tourism Destination Management" and leader of a multi-year research effort on sustainable destination management in the El Yunque region of Puerto Rico.

Her 2017 book, *Sustainable Tourism on a Finite Planet* is used as a text worldwide and reviews the sustainability strategies for each sector of the tourism industry. She was also lead author of the 2019 foundational report, "Destinations at Risk, The Invisible Burden of Tourism," which is the basis for research programs at Cornell STAMP.

She was with Harvard University from 2010–2021 leading courses at Harvard Extension's Graduate Sustainability Department and led a research program at the Harvard School of Public Health on sustainable tourism and sustainable destination management.

She led the international consulting firm EplerWood International (EWI) 2003–2021 to design sustainable, regional tourism development projects working in 40 countries with support from the World Bank, IFC, IDB, GIZ, and USAID. As a founder of the field of ecotourism since 1990, she has spent her career working with local people to achieve net positive results for the environment and local well-being. Her work is dedicated to designing and implementing a wide range of inclusive sustainable tourism development solutions with local counterparts.

About the Authors

Ante Mandić is Associate Professor of Sustainable Tourism at the University of Split, Croatia, and Affiliate Faculty at Colorado State University. An internationally recognized expert in destination management and tourism policy planning, he works at the intersection of research excellence and policy innovation, advancing tourism as a catalyst for climate action, biodiversity conservation, and community resilience. His influential books, including the *Handbook on Managing Nature-Based Tourism Destinations Amid Climate Change* (Edward Elgar, 2024) and *The Routledge Handbook of Nature-Based Tourism Development* (Routledge, 2023), together with a broad body of peer-reviewed research published in leading international journals, have positioned him as a trusted voice for academics, policymakers, and practitioners navigating the complexities of sustainable tourism.

In Croatia, he has advised the Ministry of Tourism and Sports on the national Strategy for Sustainable Tourism through 2030, co-authored destination management and carrying capacity guidelines, and led master planning across Dalmatia's most visited regions, including UNESCO World Heritage Sites. On the global stage, he shapes tourism and conservation agendas as Coordinator of Knowledge Development within the IUCN World Commission on Protected Areas (TAPAS Group) and lead author of the landmark IUCN Issues Paper on Tourism, Biodiversity and Community Resilience (2025), while also serving as an accredited Expert Trainer with the Global Sustainable Tourism Council (GSTC).

His expertise is sought by international organizations such as IUCN Mediterranean, Plan Bleu, and the Croatian Institute for Tourism, and he is a frequent speaker at high-level forums hosted by, among others, the European Commission, the Union for the Mediterranean, and Cornell University. With a forward-looking vision, Dr. Mandić champions a model of tourism governance that is pragmatic, innovative, and transformative, inspiring destinations worldwide to confront climate challenges while securing long-term sustainability and prosperity for future generations.

About the Authors

O'Shannon Burns is a researcher and sustainability consultant with more than 15 years of experience shaping mission-driven businesses and embedding regenerative principles into operations with a focus on travel, tourism, climate action, conservation, and environmental justice.

O'Shannon is Program Director of Cornell University's Sustainable Tourism Asset Management Program at the SC Johnson College of Business. She holds an MA in Sustainability from Harvard University, a BS in Physical Geography with a focus on Climate Science from Penn State University, and a certification in Training and Facilitation from Georgetown University.

O'Shannon has collaborated with TED Conferences, The World Bank, World Wildlife Fund, the US Forest Service, UN Tourism, Unearthodox, Disney, the National Geographic Society, Regenerative Travel, and dozens of small businesses on sustainability research, strategy, and management. In the tourism sector, O'Shannon has worked directly with tour operators, destination management companies (DMC's), hotels, and destination marketing organizations (DMO's) to advance the industry's capabilities around social and environmental impact. She is also part of Aurora Collective, which activates systems transformation around climate issues.

O'Shannon's recent publications include TED's Leveling Up Company Climate Action and Regenerative Travel's Climate Action through Regeneration: Unlocking the Power of Nature and Communities through Tourism. She has facilitated conversations on climate action as well as regenerating finance, healthcare, and business, and has shared her work as part of the WTTC Global Summit, the ATTA Climate Action Summit, the Business of Conservation Conference, and TED Countdown.

Previously, she spent a decade as staff at *National Geographic* collaborating with explorers as they conducted field work, spearheading sustainability initiatives, and operating exploratory educational travel experiences on all seven continents. While there, she created and was then appointed to National Geographic Partners' first full-time sustainability position, overseeing sustainability for the company's travel business, and serving as an internal sustainability leader and expert.

About the Authors

Mark Milstein is Clinical Professor of Management at the Samuel Curtis Johnson Graduate School of Management, Faculty Director of the Center for Sustainable Global Enterprise at the SC Johnson College of Business, and a Senior Faculty Fellow at the Cornell Atkinson Center for Sustainability. He conducts applied research on market and enterprise creation; business development; clean technology commercialization; and sustainable finance. Milstein has worked with more than 200 firms across a range of industries, including renewable energy and carbon markets, life sciences and sustainable agriculture, consumables, food and nutrition, health care, hospitality management, sustainable tourism, as well as finance and international development.

His applied research has been funded by the US Forest Service, MasterCard Foundation, Rockefeller Foundation, Johnson & Johnson, the National Science Foundation, the World Bank, and the Bill & Melinda Gates Foundation among others. Professor Milstein's work and perspectives have been featured in the media, including *The New York Times*, MSNBC, CNN, CNBC, *Forbes*, and *The Guardian*. His writings have appeared in a number of journals including *Science, Academy of Management Executive,* and *Sloan Management Review*. Professor Milstein is a frequent speaker, advisor, and consultant on the topics of strategy, organizational change and innovation related to business and sustainability.

Center for Hospitality Research Advisory Board

Carolyn Corda, MPS '89
Managing Director
Deloitte

Jeff Garber '92
Vice President, Revenue System Transformation
IHG Hotels & Resorts

Fannéli Gerard
Managing Director
Accenture

Jeanelle Johnson
Principal, Lead Client Partner and Travel, Transportation and Hospitality Co-Leader
PwC

Gizem Kilic
Director, Industry Research, Government Affairs
AHLA

Klaus Kohlmayr
Chief Evangelist and Head of Strategy
IDeaS

Jamie Lane
Vice President of Research
AirDNA

Mark Lomanno
Advisory Board Chair
Partner and Senior Advisor
Kalibri Labs

Robert Mandelbaum '81
Director of Research Information Services
CBRE Hotels Research

Kelly McGuire, MMH '01, PhD '07
Founder and Managing Principal, Hospitality
McRevenue, LLC

Stephanie Perrone Goldstein '01
Partner
Deloitte

Jess Petitt '05
Senior Vice President, Commercial Strategy, Insights and Analytics
Hilton

Prashanth Radhakrishnan
Vice President, Global Topline Intelligence
Marriott International

Stacy Silver '25
President
Silver Hospitality Group

Liesl Smith
Senior Vice President for Marketing, Communications, and Sales Enablement
FreedomPay

Randell Smith
Founder
STR

Cornell Hospitality Report
Vol. 25, No. 5 (September 2025)

Cornell Hospitality Reports are produced for the benefit of the hospitality and service industries by the Center for Hospitality Research at Cornell University.

Center for Hospitality Research
Cornell Nolan School of Hotel Administration
Cornell SC Johnson College of Business
Cornell University
Statler Hall
Ithaca, NY 14853

business.cornell.edu/centers/chr/