



Boston University School of Hospitality Administration

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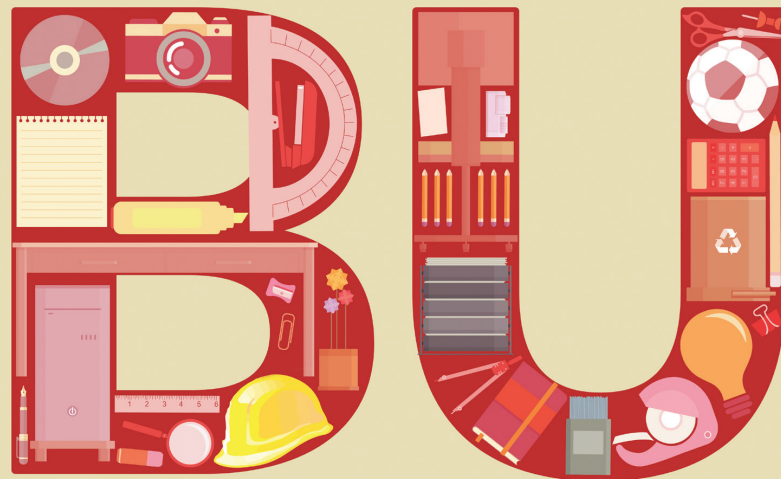


MEET THE *new* CONCIERGE



How mobile apps are changing hospitality—and what it means for customer service

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Find a job, learn what data can do for you, and visit SHA virtually

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What SHA students learned from wowing guests at the Taj hotels in Mumbai

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Check In is published by Boston University School of Hospitality Administration for alumni and friends.

Dean Arun Upneja

Editor Lara Ehrlich (UNI'03)

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COVER PHOTO BY DAN AGUIRRE; LOCATION COURTESY BOSTON MARRIOTT LONG WHARF

From the Dean



Dear SHA Family,

This increasingly technology-driven world has made services and goods more immediate, available, and accessible than ever. Running late to a meeting across the city? An Uber driver will pick you up in minutes. Can't decide where to eat? Yelp or TripAdvisor will provide a list of options. There is an entire world at our fingertips.

As a service-driven industry, hospitality faces challenges adapting to this mobile world, but also seeks to gain from these innovations. It's our job as industry experts to anticipate and adapt to new ways of approaching services, and it's our job as educators to prepare our students to participate in these industry advances—and to be innovators themselves.

This edition of Check In highlights the ways in which the industry is evolving and the ways in which SHA educators are using technology. You will read about how the collection of consumer data can impact marketing practices (page 2); how high-tech hospitality can facilitate customer connections (page 4); and how we are upgrading our classrooms to better situate our students in the industry (page 2).

We know that our students and alumni are driving forces in shaping industry practices. It's why we are motivated to offer the best education possible on the most relevant topics—entrepreneurship and leadership, strategic marketing, and lodging technology and operations, to name just a few—and why we continuously expand our offerings to open doors for our students and keep pace with a full-throttle world.

So many of our distinguished alumni have done just that, representing SHA and Boston University to their best advantage. We are proud to consider our network a family, and we hope that you will continue to stay connected with us. With all of the technology available these days, it's easier than ever. Email me at aupneja@bu.edu.

Best wishes,

Signature of Arun Upneja

Arun Upneja

Stay Connected

Join the SHA online community. Post, tag, tweet, ask questions, and reconnect with alumni and faculty.



linkedin.com (Group: "BU School of Hospitality Administration") facebook.com/buhospitality twitter.com/buhospitality instagram.com/buschoolofhospitality



3 Steps to Success

On the hunt for your dream job? Career expert Marta McManus can help you prep for a new position.

1 KNOW WHAT YOU WANT

It sounds simple enough, but research is one of the most important steps in the job search process, says Marta McManus, who helped develop SHA's new Marriott Career Center and is a director of special programs and initiatives at BU. "Figure out the kind of company that would be the best fit for you and determine the job you want," McManus says. Consider the culture, environment, hours, and benefits of your ideal job. When you have a good grasp on what you are looking for, you can streamline the application process to target positions that are right for you.

2 FLEX THOSE NETWORKING MUSCLES

"Expand your network by getting involved in industry-specific organizations and events," McManus recommends. For a good start, work your SHA connections (check out the suggestions to the right)—and don't forget about face-to-face networking. Seek out informational interviews, says McManus, and "learn how those who have the career you want became successful."

3 BREAK OUT THE PEN AND PAPER

"One of the most important and often overlooked gestures in the interview process comes after the interview: sending a thank-you note," McManus says. The best way to leave an impression? Forget email. "A handwritten note shows willingness to go the extra mile and makes a candidate really stand out."

Established with a grant from the J. Willard and Alice S. Marriott Foundation, SHA's Marriott Career Center can help you polish your résumé, hone your interviewing skills, and find opportunities. Learn more at bu.edu/hospitality/careers. —MARA SASSOON

CONOR DOHERTY

DAVE GREEN

Top 5 Employers for the Class of 2015



- Aramark
• Hillstone Restaurant Group
• Hilton Worldwide (includes Waldorf Astoria)
• Marriott International (includes Ritz Carlton)
• Starwood Hotels & Resorts

START HERE

SHA Career Services Resources: bu.edu/hospitality/careers/resources

SHA Career InnSights, a networking forum for recent grads: go.bu.edu/checkin/innsights

BU CareerLink website, featuring hospitality job postings: go.bu.edu/checkin/careers

Marketing Matters

WHAT CONSUMER BEHAVIOR DATA CAN DO FOR YOU

We “share,” we “like,” we reveal. We are no longer just people—we are mines of data. In hospitality marketing, says Makarand Mody, a new assistant professor at SHA, a wealth of data on consumers can be culled from sources like feedback forms, personal interviews, focus groups, and participant observation—not to mention the information that can be harvested online. It’s not enough to just gather that data, however; it’s what we do with it that matters.

“The consumer is at the core of the experience in our industry, so it’s only logical that what they do should determine how we design our marketing strategies and programs,” Mody says. As a quality analyst for India’s Kingfisher Airlines, Mody was responsible for analyzing customer feedback. The airline collected approximately 12,000 forms every week, and Mody broke down the information into trends to determine what customers wanted.

“In one case, we determined that ratings for meals served on the airline were dropping. Upon delving into consumer comments, we found these meals were not considered appropriate for flight timings; for example, the breakfast menu was too heavy for a flight at seven in the morning,” Mody says. Using this data, he worked with Kingfisher’s food and beverage team to redesign the menu. “As we hoped, consumer acceptance of the revised menu went up.”

Industry professionals can also use customer feedback data to tailor marketing campaigns. In an independent study,

Mody worked with responsible tourism companies in India to understand factors that motivate travelers to participate in that sector of travel. Mody found travelers could be grouped into Novelty Seekers, Socializers, and Responsibles, each of whom sought out different kinds of experiences—from making a positive economic



“The consumer is at the core of the experience in our industry, so it’s only logical that what they do should determine how we design our marketing strategies and programs.”

impact on host communities, to connecting with friends through travel, to experiencing new lifestyles. The travel companies took into account these motivations to craft customizable itineraries and themed trips.

In the hospitality industry, consumer behavior data is critical to success even at the operational level, Mody says. Collecting and analyzing data is not just a job for the marketing department; general managers benefit from evaluating the data, too. Mody adds, “The most savvy businesses are tapping this data to improve their product and service offerings.”—MS

READ MORE about how technology is transforming the industry in the cover story, page 4.

in its classrooms. The technology supports the global focus of SHA’s curriculum, says Dean Arun Upneja. In coming years, he will invite alums throughout the world to virtually return to SHA and share their industry experiences with students, “allowing for seamless global interaction” between hospitality professionals and students.—MS

COME FACE-TO-FACE WITH SHA’S NEXT GENERATION

Throughout the fall 2014 semester, students from the introductory hospitality course HR 100 collaborated with students at the Chinese University of Hong Kong for a presentation on the hospitality customs of their home countries—without ever leaving Boston. SHA is bringing the outside world in, thanks to **webcams, monitors, and microphones**

Mumbai Magic

WANT TO WOW HOTEL GUESTS?
AS THE TAJ KNOWS, IT HELPS TO KEEP
SURPRISES UP YOUR SLEEVE.

BY JULIE BUTTERS

WHETHER THEY’RE MEMORIZING GUESTS’ DINING PREFERENCES

or surprising newlyweds with lavish floral decorations in their suite, staff of the Taj Hotels Resorts and Palaces are known for providing attentive and expert service. SHA students who participated in an eight-week summer internship program at the Taj Mahal Palace and Taj Lands End luxury hotels in Mumbai, India, got a crash course in impressing guests, who over the years have included Hillary Clinton, the crown prince of Bahrain, Kanye West, and Tom Cruise. Among the insights they picked up:

PROVIDE SAINTLY SERVICE

“Indian hospitality is all about the saying *Atithi devo bhava*, meaning, ‘A guest is God,’” says Madeline Reiser (’16). “The utmost service toward guests is a prevalent part of Indian culture in the home that carries over into the hospitality industry. It is all about providing the best experience possible and anticipating the needs of guests.” Trip Jagolta (’16) agrees, noting that employees will swoop in with “a sweater for a cool guest in the lobby or a magazine for a guest eating alone in the restaurant.”

EXPRESS YOURSELF

“Every luxury hotel says they want to anticipate the needs of the guest, have stunning facilities, impactful guest service, and so on,” says Giulianna Rubin (CGS’16, SHA’18). “The Taj has gone to the next level” by establishing among its properties a quality it describes as a “common spirit” called “Taj-ness,” which is reflected in its guest experiences. Examples include delivering soup when guests feel under the weather and providing new arrivals with Indian tea and a traditional welcome garland and blessing, says Jagolta. The Taj also makes the effort to meet special



In summer 2015, SHA students took part in the School’s first eight-week internship program at the Taj Mahal Palace and Taj Lands End luxury hotels in Mumbai, India, where they learned to impress guests in style.

“Taj goes the extra mile to create ‘Magical Moments,’ or meaningful touch points with guests to make their stay even more memorable.”

—Madeline Reiser (’16)

requests—like bringing an elephant into the hotel ballroom for good luck at a couple’s marriage ceremony.

ADD A TOUCH OF MAGIC

“Taj goes the extra mile to create ‘Magical Moments,’ or meaningful touch points with guests to make their stay even more memorable,” says Reiser. These touch points may be surprising a guest with a

birthday cake or decorating a honeymooning couple’s room with rose petals arranged as hearts. The efforts pay off, with positive reviews and returning guests, Reiser says. Recurring visits help employees “better know guests and to continue to wow them.” For example, “there are some guests who visit certain restaurants so frequently that servers can place their order the moment they walk in the door.”

HIGH-TECH

hospitality

How thinking mobile can enhance customer connection

BY ANDREW THURSTON

AS THE GUEST APPROACHES HER HOTEL ROOM, THE DOOR UNLOCKS. Inside, the shades rise and the lights dim, showcasing the city's view. The radio switches on to her favorite channel. The magical welcome is conjured by an exchange between an app on the guest's cell phone and Bluetooth beacons dotting the room. Checking in is as easy as walking in.

It's not science fiction.

Apps, software programs built for portable devices like smartphones and tablets, are changing how customers interact with businesses across many industries, including hospitality, travel, and retail. In 2014, Virgin Atlantic tested the beacons in London's Heathrow Airport to send tailored deals and boarding notifications directly to the phones of passengers in its Upper Class cabin. In August 2015, Target began experimenting with the beacons in 50 of its stores to flag special offers.

Much of this new technology is consumer driven. Why read the views of one expert at *Forbes* when the ratings app TripAdvisor can tell you whether 5,000 customers liked a hotel? Businesses are driving the changes, too, as operators large and small download point-of-sale and reservation system apps to increase the efficiency of their processes and upgrade their offerings. The Bluetooth beacon system could prove just as valuable for the data it provides on customer habits as for its potential to wow vacationers.

And yet, with so much pressure to innovate, it's difficult to know how to balance progress with more traditional customer service values. Ordering dinner on a tablet is convenient, but is it as enjoyable as chatting about the menu with a server? Checking into a hotel using a smartphone is quick, but is it as gratifying as testing your French *à la réception*?



Dim the lights ⊗

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Now playing: "Fame," by David Bowie ⊗

Get \$2 off dinner at Eastern Standard ⊗



Set curtains to open at 7 a.m. ⊗



Text request to housekeeping ⊗

COURTESY OF HOTEL COMMONWEALTH; ICONS COURTESY OF ICOIAM



Among other futuristic features, the Yotel New York has an automated check-in service complete with a robotic arm that lifts customers' luggage into storage bins.

CUSTOMER BASES OF ONE

At the Yotel New York, the front desk concierge is a self-service computer kiosk, the bellhop is a robotic arm that lifts your bags into a storage bin, and the TV armoires have been abandoned in favor of audio streaming “techno walls.” It’s cool and modern, and it’s not for everyone.

“You have to meet the customer where they are—it’s customer bases of one,” says Michael Oshins, an SHA associate professor of the practice and the editor of *Boston Hospitality Review*. “You have to be able to give high tech and high touch,” a gadget-responsive service that doesn’t remove the hospitable from hospitality. “Even the same customer can be a different customer,” he says. “At Starbucks on a Tuesday morning at seven, I want to get my coffee and go—it’s about speed of service. On a Saturday or Sunday, it’s different; I want to talk to the barista. Most people are like that.”

In an industry where success has traditionally been built on the ability to personalize a customer’s experience, some businesses might be inclined to push back against technology. Oshins (SED’02) says that would be a mistake.

“I love old hotels,” he says. A property can have an old-style door key, “if that helps with the image of the place, but I still want Wi-Fi in my room. So, if you have an old hotel, you can either be an old hotel or you can be a historic hotel that meets the needs of the modern-day customer. You choose.”

Given the pace of change, it’s easy to get left behind. Airbnb, the private vacation rental website and app, was founded in 2008, but it already has a market value higher than Hilton and some other hotel companies. “Your past success guarantees you nothing,” says Oshins, “which means you always have to continue to look forward or adapt to change in business.”

Marriott, for example, has joined with TripAdvisor to offer instant booking on the chain’s hotels. TripAdvisor gets a new revenue source out of the deal, and, Oshins says, Marriott will likely “save millions of dollars a year in booking fees” by chopping

the commission it pays to traditional reservation sites like Expedia and Travelocity.

MONEY SAVERS—AND MAKERS

Marriott isn’t alone in using a mobile app to cost-effectively solve a problem in the hospitality business. Clothbound, a mobile hiring platform for restaurant professionals, is also pitched as a big money saver. The app allows job seekers to build a professional profile and search for positions; employers can post jobs and check out potential candidates.

“If you have an old hotel, you can either be an old hotel or you can be a historic hotel that meets the needs of the modern-day customer. You choose.” —Michael Oshins (SED’02)

Eli Feldman, a former restaurant operations manager, cofounded Clothbound in July 2015 after noticing that Boston’s dining spots were having trouble filling open jobs. Recruitment agencies are a traditional option for rustling up staff, but in a high-turnover industry with a decent share of sole operators, that can get expensive fast. Clothbound is free for job seekers to download (visit clothbound.com for details) and, with launch offers, costs \$50 per month for employers, which is “dramatically less expensive than traditional recruiting methods,” says Feldman (’02).

Students in Oshins’ hospitality revenue class learn that back-of-house apps aren’t just money savers; they can be positive moneymakers, too. The lesson starts with lunch. While they’re tucking in at one of Comm Ave’s eateries, Oshins tells students

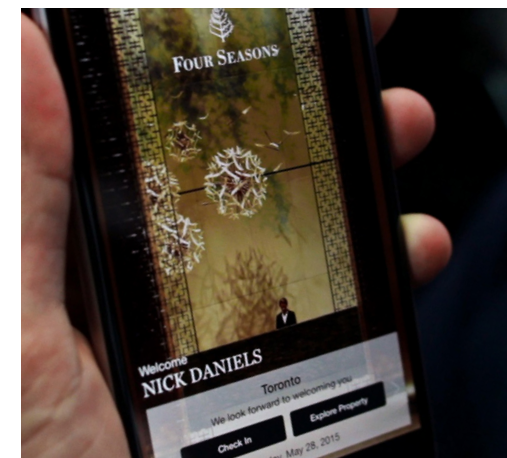
COURTESY OF YOTEL NEW YORK

to “think like an owner. How much money can the restaurant make, and how much money do you think they make?” In the past, the students would come back to the classroom and scribble calculations on a chalkboard, crunching the number of seats, average check, and table turnover to figure out a dining spot’s revenue. Today, Oshins knows a good app for that—he’s the one who built it.

The BU Revenator (search for it in Apple’s app store) features sliding value bars for seats, turn, and average check. As the values are moved up or down, the app calculates breakfast, lunch, and dinner revenue by the day, week, or year. If you want to see what an extra 50 cents on a typical check would mean for annual takings, nudge the slider across. If you’ve got a potential outdoor dining area, you can quickly see how much it would bring in during a summer week.

“It’s primarily designed for a classroom exercise,” says Oshins, who built the app with Roy Madhok (’13), director of revenue management at Highgate Hotels, New York, “but there’s no reason you can’t take it and say, ‘OK, I’m opening a restaurant, let’s look at the competition and get some quick numbers.’”

Peter Szende, an SHA associate professor of the practice, says he developed a web-based app, RevPASH (bu.edu/revpash), with the express intention of bringing academic breakthroughs into the field. RevPASH calculates “revenue per available seat hour,” how much money every seat in a restaurant generates. Although the formula that underpins the RevPASH app (revenue ÷ number of seats x time period) has been around since the late 1990s, it’s largely been stuck in academic journals. Few businesses employ the measure, though it would be helpful in the field, says Szende.



The Four Seasons app allows visitors to customize their visit via cell phone.

Szende designed his app, which launched in February 2015, to help restaurateurs identify ways to generate more revenue. By plugging in numbers such as average check and seat occupancy, managers might pinpoint and rectify common problems such as lower demand hours (potential solution: a new waiting list system) or a consistent pattern of doting couples hogging tables meant for four people (potential solution: more two-seat tables). Szende says the app might also help managers employ new strategies to increase the average check, like “redesigning your menu or implementing new pricing techniques, suggestive selling, or sales

COURTESY OF FOUR SEASONS

According to the Pew Research Center, two-thirds of Americans have a smartphone; for 7 percent of people in the States, the smartphone is their only access to the internet.

promotions.” Overall, he says, “If you can’t measure it, you can’t manage it.”

FUTURE PROOFING

Restaurants in general have been slower than hotels to catch up to technology, says Feldman. Although the US restaurant business is worth \$709 billion a year in sales, according to the National Restaurant Association, Feldman says it’s “an incredibly fractured market with very limited capital.” As a result, there has been limited investment in developing apps.

And yet, Szende says, restaurants could use the help. “If you look at how they are operating, look at the back-of-house, look at the order production methods, many of the techniques we’ve been using have been around for more than 100 years,” he says. But in an age when anyone can create an app (YouTube is stuffed with crash courses), Oshins offers a lesson to would-be-developers. He launched the Revenator in January 2014 and says time has already shown his biggest mistake was not future proofing it enough. The app is only available on Apple’s tablet, the iPad.

“For most people in restaurants, the Revenator would be much better on the iPhone,” he says of a deficiency he plans to fix. “You need to be on different platforms and Apple is only a small part of that.”

Thinking mobile is not just sound advice for developers targeting restaurateurs. It’s the best way to reach customers, too. According to the Pew Research Center, two-thirds of Americans have a smartphone; for 7 percent of people in the States, the smartphone is their only access to the internet.

DISAPPEARING TECHNOLOGY

Despite the popularity of apps like Yelp and TripAdvisor, Feldman thinks the most successful technologies in the hospitality industry will be the ones that enable human connection. For example, the Four Seasons app, launched in 2015, allows visitors to book rooms and check out through a phone, and helps them customize their visit: they can tap a screen to request more razor blades from housekeeping or order spa sessions and room service.

“There will be a place for the Yotels, but there’s also a place for the Four Seasons mentality, where the technology is disappeared and is meant to enable deeper human interaction,” says Feldman.

“It comes down to taking care of people, thinking like an innkeeper,” adds Oshins. “For thousands of years we’ve had hospitality. In some ways it hasn’t changed much; in other ways, the delivery is different. The tools are different.”

Butler to Board Member

WHY CAREER ADVANCEMENT SHOULD BE A LEAP OF FAITH

BY LARA EHRLICH

In 2001, he was named Young Hotelier of the World, but just 12 years earlier, Javier Rosenberg was hauling guests' luggage to their rooms. In 1989, Rosenberg ('94) was one year away from studying hospitality at BU, but he couldn't wait for his education to begin. He spent the year before he arrived at SHA working at the Claridge Hotel in his home of Buenos Aires, Argentina.

He began as a butler, which taught him the importance of personalizing a guest's visit. The hotel had a gold printing press on which Rosenberg printed "absolutely everything" with a guest's name, he says. "I remember even printing the matchboxes. I spent hours preparing for guest arrivals, burning my hands on the machine that got very hot."

In the short time he trained at the Claridge, Rosenberg also worked in the storeroom, where he sharpened his inventory skills; at the front desk, where he kept pace with the wildly fluctuating Argentinian exchange rate; and in food and beverage, where he specialized in banquets. "Experience is key in our industry," he says, and young professionals need to have faith that "their efforts will pay off."

Today, Rosenberg is the chief operating officer for Americas and executive vice president for Managed Hotels, Carlson Rezidor Hotel Group, but his early efforts began paying off before he even graduated from SHA. The School's then-director, Denise Dupre, recommended star student Rosenberg to Advisory Board member Hugh Andrews. Andrews, now president of International Hospitality Enterprises, hired him as assistant restaurant manager at the newly opened El Conquistador, a Waldorf Astoria Resort in Puerto Rico. "I was still very young," Rosenberg says. "It was the first time I had the opportunity to lead."

He learned to lead through trial and error. Early in his tenure at the resort, a tip went missing from the staff collection, and he offered to compensate the employees from his own savings. The gesture wasn't appreciated, he says. "It was a tough staff." Though



the incident did not have the impact he anticipated, it taught him that, "you can't just buy respect. The team was looking for me to earn their respect."

Still fresh out of school, Rosenberg keenly felt the pressure to prove himself. He was building a résumé in the food and beverage department—when Andrews encouraged him to switch to the rooms division. The change felt like a setback.

“If you wait until you're ready, it's probably too late.”

"It was the single best thing that ever happened to me in my career," Rosenberg says. The move armed him with experience across a hotel's two major operating areas, a depth of knowledge that made him stand out among his colleagues. From this transition, he picked up the lesson that has guided his career: when offered a new opportunity, the natural instinct is to think, "I'm not ready," he says. But "if you wait until you're ready, it's probably too late."

Rosenberg advanced in positions at hotels throughout the world—and every change

has felt "like a leap of faith." When he was promoted to general manager of the Raffles Hotel in Singapore—the company's flagship hotel—for example, he reviewed the résumés of the executive committee, and was "frozen at the thought of people with that kind of experience reporting to me," he says. "I wasn't at their level."

To alleviate this feeling of inadequacy, he suggests reframing the definition of leadership. People often believe confidence is derived from knowledge, he says, whereas "I've come to understand that confidence has nothing to do with knowledge." He encourages managers to ask employees for input. "They may know more than you," he says, "but you're there to lead them and guide them."

Though he has by now earned the respect of his employees and the industry at large, Rosenberg maintains, "There's nothing different about me."

Recalling his early days printing matchboxes, he adds, "Our industry's leaders have all been butlers, waiters, stewards—they have made their way up. Ours is an industry of endless opportunities; if you go into it that way, I think you're poised for success." ■

COURTESY OF JAVIER ROSENBERG

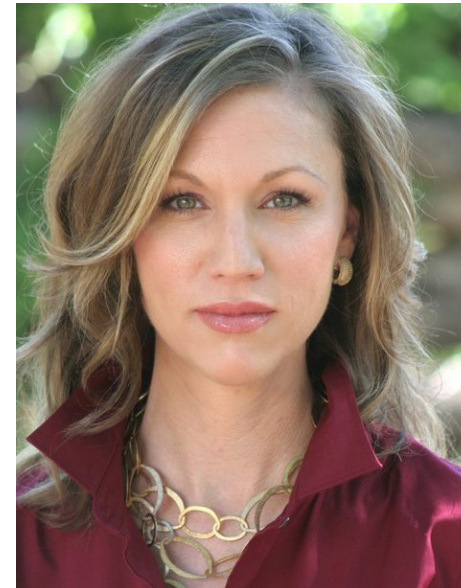
PHOTO BY NANCY SCHROEDER; COURTESY OF ROBB WEBB; COURTESY OF MARIBETH BISIENERE

Q HOW DO YOU ENSURE THAT EVERY MEMBER OF YOUR TEAM HAS THE OPPORTUNITY TO DEVELOP?

We asked three participants in the 2015 Distinguished Lecture Series to answer this question for *Check In* readers.

Andrea Foster

Managing Director, PKF Consulting USA, a CBRE Company



"I make a point of understanding the motivations and career goals of each member of my team, so I can best support them in their individual growth. This process is different for each person. Years ago, I had an employee ask me for direction before taking action. As he demonstrated good judgment in his work, I encouraged him to make a decision on his own, act on it, and then tell me about it. He made the same decisions that I would have made, and with positive results, which gave him the confidence to take more initiative to lead. Effective leaders treat others with respect, and they take on all responsibility with the same care and concern as if it were their own development, their own money invested, their own risk. Budding leaders also need to remember to put self-care first. Taking care of oneself—mentally, physically, and emotionally—is a necessity for leadership effectiveness, sustainability, and longevity."

Robb Webb

Chief Human Resources Officer, Hyatt Hotels Corporation



"In my role, it is important to create an environment in which people choose to lead rather than simply follow. To nurture this environment, I must accept that I do not have the answers to all problems or opportunities. Coming to work with a willingness to learn together is a fundamental step in helping people to be their best. For this reason, I view self-awareness as an advantage; the day that I became comfortable with humility was the day I became better at my job. It is equally important to avoid identifying people strictly by their business titles. The opportunities that arise when you 'take a chance' on someone, and then learn with them, are immeasurable. It is important for my coworkers to know that I support them, and will never adopt a 'gotcha' approach when things go awry. As long as their approach was thoughtful and well intentioned, it should be viewed as an opportunity to learn and grow."

Maribeth Bisienere

Senior Vice President, Downtown Disney, ESPN Wide World of Sports Complex and Waterparks



"I take the long view when it comes to developing my team; academic development, seminars, and conferences do not fall by the wayside in challenging financial climates. Leaders learn to stay at the forefront of their industry, a necessary skill in the rapidly evolving hospitality field. If you don't grow good people when times are hard, you run the risk of losing them when things get better. Some of the best leadership growth—and some of the greatest 'aha' moments—result when a leader has to learn on the job, which teaches a leader to get to know and trust a team. That's important in a company like Disney, where our cast members are the face, heart, and soul of our company to our guests, and we operate on a first-name basis. Ask me to name a successor for my role, and I would provide a list. That's the role of a leader: to prepare the next generation to perform faster, higher, stronger." ■

SHA welcomes news of your professional and personal achievements and milestones. Please write to us at busha@bu.edu.

Connect with SHA online at [linkedin.com](https://www.linkedin.com). (Under *Groups*, search “BU School of Hospitality Administration.”)

ADOLFO FASTLICHT ('89) of La Jolla, Calif., is CEO of the ICON Group, a Mexican real estate development firm, and CEO of Boffo Cinemas. Fastlicht developed multiplex movie theaters in Mexico, where he is currently involved in development projects, including W Hotel on the Pacific coast. In fall 2015, his company opened a luxury theater (The LOT) in La Jolla with another location in the works. Fastlicht and his wife Sharon have four children; the oldest, Sam (CGS'19), hopes to follow in his father's footsteps at SHA.



Lauren Carr ('02)

Ambassador representing New York. He is a corporate social responsibility manager at Marsh & McLennan Companies in New York, N.Y.

LAUREN VIRGINIA CARR ('02) married Jacob Lee Morado of Huntington Beach, Calif., on January 31, 2015, at Pelican Hill Resort in Newport Coast, Calif., and alums Douglas Lisi ('02, CAS'02) and Daniel Savada (CAS'02) were in attendance. Carr resides in Huntington Beach, Calif., and works as the director of sales and marketing for Las Ventanas al Paraíso, a Rosewood Resort in Los Cabos, Mexico. Email Carr at lauren.carr@rosewoodhotels.com.

DANIEL JACOBS ('03) was promoted from associate to shareholder in the New York City office of Jackson Lewis P.C., a leading national labor and employment law firm representing management exclusively in workplace law, in January 2015. In fall 2015, he was recognized by Super Lawyers as a Rising Star for 2014-2015.



Dean Arun Upneja (left) and Adolfo Fastlicht ('89)

JOHN MITCHELL ('89) has worked for two years as vice president of operations for Colwen Hotels after 20 years at Saunders Hotel Group of Boston. Colwen is currently expanding in the Boston metropolitan area, with five hotels under construction and several others in the pipeline (including the first Boston-area AC Hotels by Marriott). Mitchell writes, “Hoping all is well with my former BU classmates!”

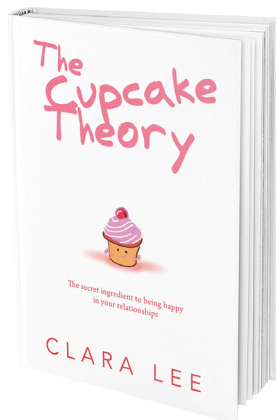
ROGER WONG ('01) was selected as a Franklin Project

RIVKA N. RAZON ('03) of Dania Beach, Fla., had a baby in May 2015 and started a new job as account director for groups at the W South Beach in Miami Beach, Fla.

ANTHONY “BEANO” GAROFALO ('05) was recently awarded a franchise from Expedia CruiseShipCenters. When he wrote, he noted that he planned to open a retail location fall 2015 in Florida's Space Coast. He “looks forward to hearing from SHA alumni and helping them book their dream vacations!”

CHRIS MCADAM ('07) is a real estate attorney with Kirkland & Ellis LLP in Chicago, Ill. Now in his third year of practice, McAdam uses his hospitality background on a daily basis, consulting clients on acquiring hotels, and negotiating management and franchise agreements and multi-property financings. He can be reached at chris.mcadam@kirkland.com.

CAROLINE (COMBS) ADAMS (CGS'08, SHA'10) lives in Charlotte, N.C., and is married to Jason. When she wrote, she planned to begin a master's of accountancy program at UNC Charlotte in fall 2015, and intends to become a CPA.



CLARA LEE ('10) wrote *The Cupcake Theory* (CLU Press, 2013), a self-help, inspirational

book on self-worth and healthy relationships, which was reviewed by Kenneth Elmore, BU dean of students, and Michael Oshins, an associate professor of the practice at SHA.

JESSICA VITA ('10) writes that she and **AJ DUFFY ('09)** are engaged to be married in April 2016.



Erin Stephens ('11)

ERIN STEPHENS ('11) moved from Kona, Hawaii, to San Diego, Calif., and is a triathlete racer in Olympic-distance triathlons. When she wrote, she was planning to start work in June 2015 with the San Diego County Bicycle Coalition, a nonprofit to make San Diego more bike-friendly. She plans to do fundraisers, event management, and membership drives. Stephens writes, “Yo, SHA'11—we need a reunion!”

ANNE FRUITEMA (CGS'12, SHA'14) moved to Geneva, Switzerland, two weeks after graduation and began working for the city's Four Seasons Hotel. She started in the restaurant and has since worked in reception and guest relations. Fruitema has been nominated as employee of the month four times, most recently in April 2015. She also received the Four Seasons Pin, indicating that she has been with the company for a year. ☑



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8

Celebrating SHA

In 2015, we raised the most on Giving Day, won the University's top student government award, inducted students into the Scarlet Key Society, and honored our outstanding alums.



3



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6



7

1. Dean Arun Upneja congratulated Carla Shah ('05), recipient of a 2015 Young Alumni Award and corporate revenue manager at Liberty Group of Companies in Tampa, Florida.

2. At the SHA graduation ceremony, Erin George ('15) received the R.C. Kopf Student Achievement Scholarship, awarded to students who demonstrate exceptional interest in fine wines and restaurant management, and who are committed to practicing the profession in the United States.

3. During Boston University's Giving Day on April 8, alums, students, parents, and friends from all over the world raised more than one million dollars for the University. SHA consistently claims the highest participation rate on Giving Day, and 2015 was no different. One SHA supporter, Orion Berwanger ('15), won the School's prize raffle.

4. Tim Kenney (SHA'07), director of revenue at the Godfrey Hotel Boston; Stanley Buchin, a professor of the practice; and Thomas Engel, vice chair, president, and founder of T.R. Engel Group, LLC, and member of the dean's advisory board, enjoyed the festivities at the 2015 Alumni Award ceremony.

5. In April, the SHA community attended the Awards Gala at the Hyatt Regency Cambridge, overlooking Boston. The annual gala is hosted by SHA Student Government, which was named the top government organization and one of the best student organizations at BU this year. Attendees included (from left) Sena Ercan ('17); Eliza Clary ('17); Osman Pekin ('17), vice president of administrative affairs for SHA Gov; Maura Feltaut ('17), co-president; and Sara Szymanski ('17).

6. Dean Arun Upneja (left) and Michael Oshins (SED'02), associate professor of the professional practice (right) celebrated with Javier Rosenberg ('94), recipient of the 2015 Distinguished Alumni Award and COO, Americas and EVP Managed Hotels, Carlson Rezidor Hotel Group. Rosenberg shares his expertise with Check In readers on page 8.

7. At a ceremony in May, Alec Dalton ('15, Questrom'15), Portia Amofa (CGS'15, SHA'15, CAS'15), and Erin George ('15) were inducted into BU's Scarlet Key Society, which recognizes graduating seniors for exceptional leadership and service to the University.

8. Punit Shah ('02), a recipient of a 2015 Young Alumni Award and president & CEO of Liberty Group of Companies, in Tampa, Florida, celebrated with his fellow award winners, Carla Shah ('05) and Javier Rosenberg ('94).

THANK YOU, DONORS!

The Boston University School of Hospitality Administration extends a very special thank-you to those alumni, parents, and friends who made gifts between July 1, 2014, and June 30, 2015.

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