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From Concept to Impact: Beginning with the End in Mind Highlights of the 2015 Cornell Hospitality Entrepreneurship Roundtable

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Abstract

Among the many topics that directly affect entrepreneurs' success are these five: franchising, funding, technology, opportunity recognition, and legal arrangements. The inaugural roundtable convened by The Leland C. and Mary M. Pillsbury Institute for Hospitality Entrepreneurship at the School of Hotel Administration at Cornell University addressed these five topics, with a goal of supporting hospitality entrepreneurs from concept to impact. The institute provides a springboard for hospitality entrepreneurs, particularly students at the School of Hotel Administration.

Keywords

Cornell, hospitality, entrepreneurship, restaurant trends, Leland C. and Mary M. Pillsbury Institute for Hospitality Entrepreneurship

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Cornell Hospitality Report

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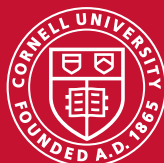
School of Hotel Administration

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EXECUTIVE SUMMARY

The entrepreneurial process of concept to impact, focusing on the importance of beginning with the end in mind, was a major theme for the inaugural hospitality entrepreneurship roundtable at the School of Hotel Administration. Sponsored by The Leland C. and Mary M. Pillsbury Institute for Hospitality Entrepreneurship, the roundtable addressed the top issues that face entrepreneurs now and in the near future. In that context, roundtable participants discussed five major issues: funding, franchising, legal concerns, opportunity recognition, and technology. Franchising remains a strategic vehicle for business development, although the nature of franchising has changed in recent years as multi-unit operators have risen to prominence. Another funding source, the Small Business Administration, can be a valuable source of funding, according to some panel members, and it is also possible to use crowd funding or networking to find investors or lenders for a concept. Accepting funding from investors requires careful attention to legal agreements, because the entrepreneur risks lawsuits without such covenants in place. Technology can be a substantial expense for hospitality businesses, and the restaurant industry particularly faces considerable potential for disruption from such technologies such as 3D printers and robots. One of the major trends for restaurants is the concept restaurant, but roundtable participants were concerned that basic hospitality can be lost if an entrepreneur focuses too tightly on a concept. In the end, the gauge for success of any concept or business is not publicity—although that is important—but revenue and the bottom line.

Mona Anita K. Olsen, Ph.D., is a visiting assistant professor and the assistant academic director of the Leland C. and Mary M. Pillsbury Institute for Hospitality Entrepreneurship. Olsen teaches courses in entrepreneurship. She is the recipient of a Small Private Online Class (SPOC) Grant from the Office of the Vice Provost for her course Technology for Bootstrapped Entrepreneurship, and of the Zalaznick Teaching Assistantship Award. Olsen also serves as the project director for the Coleman Faculty Fellows Entrepreneurship Program at Cornell, and as the Cornell representative for the International Academic Partnership Program Norway. Prior to joining the SHA faculty, Olsen was a U.S. Fulbright Grantee to Norway. She was awarded a Fulbright U.S. Student Program scholarship in education by the United States Department of State and the J. William Fulbright Foreign Scholarship Board. While in Norway, Olsen continued to build the growing structure for the educational nonprofit, iMADdu, which she founded in 2010. iMADdu, which stands for "I Make A Difference, Do You?," empowers young entrepreneurs through mentoring and participation in its Student Apprenticeship Program. Previously, Olsen was the assistant director of the Mason Small Business Development Center in the Mason Enterprise Center at the Office of Research & Economic Development at George Mason University. She also worked as a worldwide sales analyst for Four Seasons Hotels and Resorts. Olsen received her Ph.D. from the Graduate School of Education at George Mason University. She holds a master in management of information technology from the University of Virginia's McIntire School of Commerce, and a Bachelor of Science with distinction from the Cornell School of Hotel Administration.

Kelly McDarby is a junior at the Cornell University School of Hotel Administration, where she is working on her bachelor of science degree. Kelly is interested in pursuing a career path either in corporate strategy for a hotel company or in the healthcare space, specifically the development and operations of senior living facilities. During summer 2014, Kelly was an intern at Marriott International in the global operations division, working in the department of communications and change management and the department of program evaluation. At Cornell University, Kelly holds several positions: head teaching assistant for the Conversations with Entrepreneurs course, event manager for the varsity track and field team, program coordinator for the Coleman Foundation Faculty Entrepreneurship Fellows Program, and president of Ellevate Cornell.

Joanne Jihwan Park is pursuing a Bachelor of Science degree at the School of Hotel Administration at Cornell University. She has a wide range of internship experience from different industries, including hospitality, finance, and mobile content business. Born in Seoul, South Korea, Joanne moved to the United States when she was in elementary school. With a diverse background, Joanne enjoys exploring different cultures and learning languages. She speaks fluent Korean and English and basic Mandarin. Because of her interest in diverse cultures, Joanne is greatly interested in global businesses and their strategies to connect to different local markets.

The 2015 Hospitality Entrepreneurship Roundtable was produced by the Leland C. and Mary M. Pillsbury Institute for Hospitality Entrepreneurship to further its mission of education, experience, and engagement for the Cornell University School of Hotel Administration.

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Among the many topics that directly affect entrepreneurs' success are these five: franchising, funding, technology, opportunity recognition, and legal arrangements. The inaugural roundtable convened by The Leland C. and Mary M. Pillsbury Institute for Hospitality Entrepreneurship at the School of Hotel Administration at Cornell University addressed these five topics, with a goal of supporting hospitality entrepreneurs from concept to impact. The institute provides a springboard for hospitality entrepreneurs, particularly students at the School of Hotel Administration.

As they addressed the trends and issues in those five areas, roundtable participants examined both how the trends have evolved and how they will develop moving forward. Discussions specifically addressed the process elements of entrepreneurship, including beginning with the end in mind and the nuts and bolts of launching a business in the hospitality industry. In this roundtable, participants discussed specific, detailed, and practical advice for planning and achieving disruption with the hopes of encouraging development of the global hospitality industry. Panel discussions included key issues such as targeting growth and scale by "thinking like a franchisee," aiming for funding that aligns with specific goals and outlets, understanding the development of a restaurant concept beyond trial and error experiences, imagining machines and robots taking leading labor roles in service, and anticipating the legal considerations of owning, operating, and growing a hospitality entrepreneurship entity.

Franchise Relationships: One Route to Self-Employment

Facilitators: Joe Tagliente, Managing Partner, Lenrock Management Group, and **Benjamin Lawrence, Ph.D.,** Assistant Professor of Food and Beverage Management, Cornell University
Student Perspective: Ted Kelso, MMH '15

Choosing the correct franchisees for a business is critical to the success of a franchise concept, once that concept is sufficiently established and is ready to expand. With that in

Cornell's Ben Lawrence: **Franchising becomes more difficult at a high service level. Franchisees are increasingly multi-unit operators.**

Lenrock's Joe Tagliente: **Entrepreneurs should "think like a franchisee," to ensure that a concept will be able to expand in a franchise system.**

mind, the first session featured a discussion on growth and expansion opportunities through franchising. Conversations focused on what the franchising process entails for an entrepreneurial venture and how entrepreneurs can plan around franchising as a specific goal. Franchisees must be trustworthy, and the best ones usually have previous business experience. In recent years, there has been a great shift in franchising from single-unit franchisees to multi-unit franchisees. As an example, Joe Tagliente, managing partner at Lenrock Management Group and session co-facilitator, discussed Burger King's consolidation of the number of franchisees in their portfolio from many single-owner franchisees to several regional franchisees.

Entrepreneurs who are seeking to expand through franchising should "think like a franchisee." That is, entrepreneurs should look for franchisees with experience, access to capital, and infrastructure. An entrepreneur with the goal of franchising should plan operations around this outcome from the beginning to avoid building a business that presents challenges to the franchising process. Thinking like a franchisee is essential in this planning process, which includes identifying early on who the franchisee might be.

Cornell's Susan Fleming: **There are many financing pathways, but make sure to check your network for financing opportunities.**

Given the trend toward larger multi-unit franchises, the flagship outlet should be built with the perspective that it will become a multi-property, scalable, and profitable business for franchisees. Before considering actual franchising, an entrepreneur should have at least two locations and profitable financial statements for at least two years of operations. Tagliente also commented that "every business can be franchised, but not every business should be franchised."

The franchise brand should also have strong value and recognition properties to make it an attractive investment to a franchisee. Benjamin Lawrence, assistant professor of food and beverage management and session co-facilitator, stated, "When entrepreneurs are thinking of growing their brand, it helps to consider the potential of franchising as one future growth option. Building in the flexibility up front to account for scalability and growth via franchising will pay significant dividends in the future."

One potential downside to franchising is the possibility of losing the personal aspect of the restaurant concept in a franchise system. The local and personal customer-owner relationship can be disconnected through franchising, and this is a reason many restaurant owners do not expand in this way. Lawrence also pointed out: "Though franchising can provide capital for rapid growth, the model depends on franchisees that have significant capital. Increasingly these franchisees are multi-unit operators that are not interested in hands-on operation of the stores themselves. Franchising can facilitate rapid expansion and greater access to more capital for younger entrepreneurs, but it may be at the expense of strong brand presence."

Suggested Readings:

Lawrence, B., & Kaufmann, P. J. (2009). Franchisee association: Strategic focus or response to franchisor opportunism. Retrieved March 23, 2015, from Cornell University, SHA School site: http://scholarship.sha.cornell.edu/articles/288.

Lawrence, B., & Kaufmann, P. J. (2010). Identity in franchise systems: The role of franchisee associations. Retrieved March 23, 2015, from Cornell University, SHA School site: http://scholarship.sha.cornell.edu/articles/289.

Renáta Kosová and Francine Lafontaine. "Survival and Growth in Retail and Service Industries: Evidence from Franchised Chains," Journal of Industrial Economics, 58(3), 2010, pp. 542-578.

Funding: The Masses versus Formal Capital in Hospitality Entrepreneurship

Facilitator: **Susan Fleming, Ph.D.,** Senior Lecturer of Management & Organizational Behavior, Cornell University
Student Perspective: **Maggie Lo, MMH '15**

Launching a business concept is challenging, and securing financing for a startup can be particularly difficult. The second session focused on financing issues, starting with the example of Maggie Lo, an MMH student who is working to launch her business, Oh Momma! Susan Fleming, senior lecturer of management and organizational behavior and facilitator for the session, opened the discussion by highlighting the challenges in navigating the different pathways to financing for a start-up entity. Panelists provided insights on how to best approach start-up capital. Emily Gottschalk, founder and CEO

Cornell's Maggie Lo: **Financing is a critical issue for her startup, Oh Momma!**

of The Garr Group and an Entrepreneur-in-Residence at The Pillsbury Institute, shared her experience in obtaining Small Business Administration loans. Although the application process is complex, Gottschalk felt that the SBA loan was a success for her business. Other panelists, including Brad Weiss, owner, Level B, LLC, also agreed that an SBA loan is a useful funding source for consideration for entrepreneurs.

Private sources of funding are also available. Fleming pointed to an opportunity for students of the School of Hotel Administration to source angel investment and other funding streams through the school's alumni network. Students' business plans still must be solid, of course, and crowd funding opportunities exist outside of the network as well. Several panel members had conducted fundraising efforts for their businesses, including Ian Gaffney, owner of Emmy's Organics, Robert Frisch, CEO of Firelight Camps, and Kyle Reardon, co-founder and COO of Firelight Camps. The majority viewpoint is that all funding vehicles have their positive elements but also have tradeoffs. In short, the primary goal is to be able to acquire the start-up funds at the most minimal cost.

Suggested Readings:

Bradley, Don B., II, and Charles Luong. "Crowdfunding: A New Opportunity for Small Business and Entrepreneurship." The Entrepreneurial Executive 19 (2014): 95-104. ProQuest. Web. 23 Mar. 2015.

Lewandowska, Lucyna. "Opportunities for Funding Innovation." Comparative Economic Research, 16.4 (2013): 57-78. ProQuest. Web. 23 Mar. 2015.

Ian Gaffney of Emmy's Organics: **Business fundraising campaigns require considerable effort, both through a network and elsewhere.**

Level B's Brad Weiss: **Entrepreneurs should consider Small Business Administration loans as one useful funding source.**

Opportunity Recognition in the Food and Beverage Industry

Facilitator: **Neil Tarallo,** Senior Lecturer of Management and Organizational Behavior, Cornell University

One of the major topics in the session on opportunity recognition in the food and beverage industry was concept development in the restaurant industry, facilitated by Neil Tarallo, senior lecturer of management & organizational behavior at Cornell University. The discussion focused around the implications of concept development on a service focus within a restaurant. As a result of focusing on developing the restaurant concept, roundtable participants suggested that some entrepreneurs devote less time to ensuring the level of service, and that providing high quality hospitality to customers is less of a priority than focusing on the concept. The most successful of these concept-driven restaurants receive a great deal of media attention, gather large followings, and provide something new as a topic of discussion among industry professionals. It is difficult to capture what exactly supports the success of the best of these restaurants, given that so many have failed,

Garr Group's Emily Gottschalk: **In terms of restaurant success, think of revenue and demand as "great forgivers."**

(or fine dining) and convenience (including fast casual and QSRs). "Younger generations appreciate one of two very different restaurant experiences," she said: "having a high-quality and memorable meal or a quick and easy dining experience." Additionally, panel members see some early adoption of all-inclusive pricing. A restaurant with an all-inclusive price menu does not collect tips and instead presents the full cost of items on the menu. All items appear more expensive than they would on a menu in a restaurant that has tipped servers, but the menu prices directly communicate cost to the consumer. Participants, led by Steven Kay, founder of Mel's Burger Bar, also discussed the ongoing and consistent success of local, "neighborhood" places and suggested that this segment of the industry may be one of the strongest performers in the industry, given the local eating trends.

Suggested Readings:

2015 Restaurant Industry Forecast. Washington: National Restaurant Association, 2015. https://www.restaurant.org. Web. 23 Mar. 2015.

Lawrence, Benjamin, Ph.D. "Emerging Trends in Restaurant Ownership and Management." Cornell Hospitality Proceedings 5.5 (2013): 1-20. https://www.hotelschool.cornell.edu/chr/pdf/showpdf/3186/chr/roundtableproceedings/emergingtrendsproceed.pdf. July 2013. Web. 23 Mar. 2015.

Robson, S. (2013). What's hot? 9 restaurant interior design trends to consider for your next build, buildout or remodel [Electronic version]. Restaurant Startup and Growth, 10(5), 16-21.

especially since traditional metrics of good hospitality are given lower priority as part of the concept.

Looking at what can be learned from restaurants that have worked and those that have not worked, Garr Group's Emily Gottschalk encouraged participants to think about "revenue and demand as great forgivers." She suggested that the industry consider how to quantify the market for the food and beverage industry more effectively.

Successful restaurateurs have achieved a complex balance of providing guests with high service and delivering a distinctive, concept-driven experience. Any imbalance poses a threat to success. In that context, some restaurants have faced problems by failing to provide customers with a consistent experience. When service quality does not take precedence, employees can lose motivation to uphold brand and quality standards. If inconsistent products come as a result of poor employee execution, customers will notice the inconsistency and find it unappealing.

Looking at existing successful restaurant concepts, Julia Heyer, president of Heyer Performance, suggested that the most attractive restaurant segments are premium

Steven Kay of Mel's Burger Bar: **"Neighborhood places" are consistently successful and may be one of the industry's strongest performing segments.**

Technology: The Future of Apps, Automation, and 3D Printing in the Hospitality Industry

Facilitator: **Jeffrey Lipton**, Ph.D. Candidate, Cornell Creative Machines Lab, Cornell University, Chief Technology Officer, Seraph Robotics

Student Perspective: **Cassandra Glowaczewski '15**

The potential for technological disruption in the restaurant industry is considerable, but the march of automation may be slowed by the cost of implementation. Roundtable participants considered how business settings could be reimagined to include technological innovation and what the integration of automation could mean for the hospitality industry.

Chief among the likely disruptions is 3D printing. The market for 3D printing was $2.3 billion worldwide in 2012, and that market continues to grow at a frenetic pace. As the technology has developed, it has become more accessible to a greater number of people. One key use of 3D printing is mass customization of consumer products, since the technology can be used to create a personalized spin on common items, including custom foods, as explained by Cassandra Glenn, a senior at the School of Hotel Administration.

Session facilitator Jeffrey Lipton, a doctoral candidate at the Cornell Creative Machines Lab, expressed his expectation for 3D printing: "It is ready to disrupt the restaurant industry by allowing for unprecedented levels of customization." This means enhancing and expanding on current techniques to create original and glamorous food dishes, such as making designs on the inside of cakes. Customization of food also means creating new foods—or existing foods in novel forms. For example, scientists are experimenting with using the technology in senior living centers by using pureed foods and gelatin to make food more appealing and appetizing to those who cannot eat normal food. Each participant was encouraged to recognize that the name-tent holders for the roundtable were theirs to keep, as they were meant to be phone stands and were printed at the Cornell Creative Machine lab.

Roundtable participants pointed out the downside of this technology: 3D printing is slow, inefficient, and expensive. It can take days to design and print a single customized product. Additionally, as an investment it is a costly technology, given that commercial 3D printers for food range from $10,000 to $15,000.

Other technology is more accessible. Development of robots has progressed to point that their cost is not so prohibitive. While there is still a large price tag on this technology, it has a realizable return on investment that can be compared with the cost of labor that a robot would replace. Recent moves to raise the minimum wage bring a

Cornell's Jeffrey Lipton: **The advantage of all of these app-based paying platforms is that you get the data on your customer because they are interacting with their phone and paying through their phone.**

stronger focus on the issue of the cost of technology versus human labor. Participants could envision a near future where technology costs may rival physical labor costs in hospitality. Lipton optimistically put the consideration this way: "We can automate anything you want. …Automation will continue its march to make labor more efficient and displace the need for labor with capital." Robots can perform many F&B tasks, including chopping vegetables on the line, deep-frying donuts, and assembling orders.

As an example of technology in action, Lenrock's Joe Tagliente mentioned a quick-service burger concept in California that is using a mix of robotics, the internet, and GPS technology to simultaneously enhance their level of service and automate the ordering, cooking, and delivery process. Customers can place orders online, and then GPS technology tracks them to mark when they are within a three-minute range of the restaurant. At that point, the robots begin to cook, so the order is perfectly hot and ready when the customer arrives. This approach also has the ability to decrease food waste.

Participants were amazed by the use of robotic technology, but also reflected concern about what cultural shifts would need to occur for widespread adoption of technology of this type. They particularly wondered, for example, how using robotics would affect guest perceptions of a restaurant. More specifically, the issue is the value customers place on the personal, human aspect of service. For example, would guests be deterred if they knew robots were preparing their food? Would the kind of experience they are seeking alter their view? This led to speculation

Kubs Lalchandnani of Lalchandnani Simon: **Legal processes should be used for starting companies, not for tearing them apart.**

that "technoganic" could become a trend, with food that is 100-percent created on a 3D printer, chopped by a robot, and plated by a drone.

The conversation also touched on the developing trend of using big data to track and analyze consumer preferences. In the restaurant setting, tracking consumer preferences could allow restaurants to perform better at tasks that often stand at odds, such as turning tables faster while still improving the customer's experience. Data could be used to complement the ordering process, for instance, by assisting wait staff when they make recommendations to guests. A restaurant could use existing data to reduce the time guests spend perusing the menu while also increasing the chance they will select and receive food they prefer.

Suggested Readings:

Cohen D.L., Lipton, J., Cutler, M., Coulter, D., Vesco, A., Lipson, H. (2009) "Hydrocolloid Printing: A Novel Platform for Customized Food Production" Solid Freeform Fabrication Symposium (SFF'09), Aug 3-5 2009, Austin, TX, USA.

Lipton, J.I., Arnold, D., Nigl, F., Lopez, N., Cohen, D.L., Noren, Nils., Lipson,H., (2010) "Multi-Material Food Printing with Complex Internal Structure Suitable for Conventional Post-Processing", 21st Solid Freeform Fabrication Symposium (SFF'10), Austin, Texas.

Lye, Anthony. "Will Big Data Provide the Restaurant Industry's 'Moneyball' Moment?" Restaurant Hospitality (2015)ProQuest. Web. 23 Mar. 2015.

Periard D., Schaal N., Schaal M., Malone E., Lipson H., (2007) "Printing Food", Proceedings of the 18th Solid Freeform Fabrication Symposium, Austin TX, Aug 2007, pp.564-574.

Start-up Legal Considerations for Entrepreneurs

Facilitators: **Adam Klausner, J.D.**, Senior Lecturer of Law, Cornell University, and **Kubs Lalchandani,** Co-founder and Partner, Lalchandani Simon PL
Student Perspective: **Kelly McDarby '16**

A critical step for entrepreneurs is to structure agreements and contracts so that the business does not become mired in legal issues. The legal obligations of owning a business can be time-consuming, costly, and complicated. Throughout the session, co-facilitators Adam Klausner, senior lecturer of law at the School of Hotel Administration, and Kubs Lalchandani, co-founder and partner of Lalchandani Simon, made suggestions on how to mitigate legal risks through a combination of informed awareness, planning, and consultation.

Underscoring the importance of proper legal agreements, many entrepreneurs at the roundtable shared their experiences of going into business either with the wrong people or without proper documentation in place. In many cases, the absence of well-drawn agreements led to lawsuits over ownership and money. The conclusion from this conversation was that proper planning at the beginning can avoid difficulties later.

Partners going into business should document legal decisions in the beginning to determine ownership and titles for the business. Lalchandani expressed that "legal processes should be for starting companies, not tearing them apart." Additionally, entrepreneurs should be investing their money in their business rather than unnecessary lawsuits over ownership.

Stephen Thompson of Mailboxes Unlimited: **Legal defense costs can mount up in some situations.**

Returning to the earlier discussion of funding sources, the participants noted that entrepreneurs often need legal help when accepting equity contributions from investors. In such a situation, the investors are purchasing an ownership stake in the company, but it is essential that the entrepreneur know the appropriate and fair amount to give to the investors in consideration of their financial support. As the business grows, the investors may demand a larger share of ownership, which is normal. However, a key standard for entrepreneurs is that even when their ownership decreases, profits should continue to increase.

Intellectual property is often an area of legal stress in an entrepreneurial business. Intellectual property rights and ownership should be clearly structured into business agreements, which again should be made early in the process. Especially when investors are involved, intellectual property rights should be carefully assigned in the business-formation process.

Klausner and Lalchandani emphasized that it is important for entrepreneurs to educate themselves on the legalities of owning a business and see developing their legal support as an investment. That is, they should recognize the value of having strong legal support.

Suggested Readings:

Feld, Brad, and Jason Mendelson. Venture Deals: Be Smarter than Your Lawyer and Venture Capitalist. Hoboken, NJ: Wiley, 2013.

Gordon, Grant, and Nigel Nicholson. Family Wars: Stories and Insights from Famous Family Business Feuds. London: Kogan Page, 2010.

O'Connor, Sean M. "Crowdfunding's Impact on Start-Up IP Strategy." George Mason Law Review 21.4 (2014): 895-918.

Tora Matsuoka of Big Fish: **You have to have more than two locations and you have to have more than two years of P&Ls. Investors want to see that what they're buying actually has legs and is profit generating.**

Cornell's Adam Klausner: **Entrepreneurs should make sure they have strong legal support.**

Focusing on the End at the Beginning

Closing commentary encouraged everyone on an entrepreneurial path to begin with the end in mind as they approach and plan for specific challenges and opportunities ahead. By knowing the pitfalls in advance, entrepreneurs can start their business with ideas and procedures in place to address the common problems. Roundtable chair Mona Olsen focused on the planning process in entrepreneurship, beginning with the end in mind, and highlighting the need to think forward. She noted that entrepreneurs should "engage with others in order to be informed, to make appropriate decisions moving forward based on shared knowledge base of experiences, and to ensure we always remember that there is a 'kitchen cabinet' with supplies for entrepreneurs—the ingredients being advice that can be blended together to create something of value," as she put it. She also focused on the importance of goal and value alignment in the formal and informal networks that support our entrepreneurial efforts to make a difference. Finally, she encouraged the participants to "invest in themselves first" to not only indicate "skin in the game" to potential investors and networks, but to reinforce that "seeing what others don't," or opportunity recognition, requires

both a skill set of research and conviction that magnifies the original self-investment over the course of the entrepreneurial process.

The five issues discussed in this roundtable are far from the only ones faced by an entrepreneur, but many of the challenges can be addressed through education. For instance, The Pillsbury Institute offers ten courses in entrepreneurship education and maintains an entrepreneurship concentration for students in the School of Hotel Administration. The Pillsbury Institute also sponsors the Cornell University Hospitality Business Plan Competition, which provides students with an experience to formally develop their concepts into business plans and to learn to present those plans, as well as provides seed money for the participants with the most complete plans. The competition highlights the efforts of student entrepreneurs who reach out to industry leaders and mentors through the Connect Entrepreneurial Hotelies Mentor Network to refine their ideas to set themselves up for success in their ventures. In a similar vein, the roundtable ended with a challenge to all participants to find ways to engage with The Pillsbury Institute and share expertise to assist entrepreneurs at all levels in making a difference with the intent to move the global hospitality industry forward. ■

Roundtable Participants

Stephen Asprinio, Principal, *SA Hospitality*

Mairin Barnes, Founder and Owner, *Sweet Whistle*

Susan Fleming, Senior Lecturer, *Cornell School of Hotel Administration*

Robert Frisch, CEO, *Firelight Camps*

Ian Gaffney, Owner, *Emmy's Organics*

Emily Gottschalk, Founder and CEO, *The Garr Group*

M. Julia Heyer, Founder and Managing Director, *Heyer Performance*

Leslie Kaplan, Co-founder, Batter Up, *The Piping Gourmets*

Steven Kay, Founder, *Mel's Burger Bar*

Adam Klausner, Senior Lecturer, *Cornell School of Hotel Administration*

Kubs Lalchandnani, Managing Partner, *Lalchandnani Simon*

Ben Lawrence, Assistant Professor, *Cornell School of Hotel Administration*

Jeffrey Lipton, Ph.D. Candidate, *Cornell Creative Machines Lab*

Brett Massimino, Assistant Professor, Professor Robert M. Chase Faculty Fellow, *Cornell School of Hotel Administration*

Tora Matsuoka, Managing Partner, *Big Fish*

Phil Miller, Managing Director, *Philippus Miller III & Associates*

Mona Anita K. Olsen, Visiting Assistant Professor, Assistant Director of the Pillsbury Institute, *Cornell School of Hotel Administration*

Kyle Reardon, Co-founder and COO, *Firelight Camps*

Joe Tagliente, Managing Partner, *Lenrock Management Group*

Neil Tarallo, Senior Lecturer, *Cornell School of Hotel Administration*

Stephen Thompson, President and CEO, *Mailboxes Unlimited*

Brad Weiss, Owner, *Level B*

Student Participants

Cassandra Glowaczewski '15

Ted Kelso, MMH '15

Maggie Lo MMH '15

Kelly McDarby '16

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