

JOHN W. O'NEILL, MAI, ISHC, Ph.D.
HOSPITALITY ADVISORY SERVICES, LLC
567 Longbarn Road
State College, PA 16803
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EMPLOYMENT **HOSPITALITY ADVISORY SERVICES, LLC, State College, PA**
Managing Director
2001 to Present

THE PENNSYLVANIA STATE UNIVERSITY, University Park, PA
School of Hospitality Management
Professor, Director; 2001 to Present

JOHNSON & WALES UNIVERSITY, Providence, RI
International Hotel School
Assistant Professor, Associate Professor, Professor; 1994 to 2001

COOPERS & LYBRAND, New York, NY
Senior Associate, Hospitality Industry Consulting Services Group; 1991 to 1994

HOLIDAY INN WORLDWIDE, Boston, MA
Director, Hotel Market Planning; 1990 to 1991

MARRIOTT CORPORATION, Chicago, IL and Washington, DC
Manager, Senior Manager; Hotel Development Planning; 1988 to 1990

LAVENTHOL & HORWATH, Kansas City, MO
Consultant, Senior Consultant; Leisure Time Industry Services; 1985 to 1988

HYATT REGENCY, Kansas City, MO
Front Office Manager, Housekeeping Manager; 1984 to 1985

EDUCATION **UNIVERSITY OF RHODE ISLAND, Kingston, RI**
Ph.D. in Business Administration, 1999
Concentration in Strategic Management
Academic Achievement Award

NEW YORK UNIVERSITY, New York, NY
M.S. in Real Estate, 1994
Concentration in Valuation and Analysis
Graduate with Distinction

CORNELL UNIVERSITY, Ithaca, NY
B.S. in Hotel Administration, 1984
Dean's List, Dean's Merit Award

**SPECIALIZED
EDUCATION**

HARVARD UNIVERSITY, Boston, MA

Completed Harvard Business School Leading Innovation Program, 2017

U.S. SMALL BUSINESS ADMINISTRATION, Dallas, TX

Completed Loan Officer Training Program, 2000

EDUCATIONAL INSTITUTE OF THE AH&LA, Boston, MA

Completed education and other requirements for the CHE designation, 1998

APPRAISAL INSTITUTE, New York, NY

Completed education and other requirements for the MAI designation, 1995

BOOK

Rushmore, S., O'Neill, J.W., & Rushmore, S. Jr. (2012). *Hotel Market Analysis and Valuation: International Issues and Software Applications*. Chicago: Appraisal Institute.

**BOOK
CHAPTERS
(lead author)**

O'Neill, J.W. (2015). Research advances in the building of hotel brands, 253-270. In Kompella, K. *The Brand Challenge: Adapting Branding to Sectorial Imperatives*, London: Kogan Page Limited.

O'Neill, J.W., & Mattila, A.S. (2008). A study of hotel service recovery strategy, 205-216. In Yuksel, A. *Tourist Satisfaction and Complaining Behavior: Measurement and Management Issues in the Tourism and Hospitality Industry*, New York: Nova Science Publishers.

O'Neill, J.W., & Mattila, A.S. (2008). Recent findings regarding hotel brand and strategy, 203-214. In Olsen, M., Zhao, J., & Pizam, A. *Handbook of Hospitality Strategic Management*, Oxford, UK: Elsevier.

O'Neill, J.W. (2002). Strategic hotel development, 3-1 – 3-29. In Digman, L.A. *Strategic Management*, Mason, OH: Thomson Learning.

**ARTICLES
(lead author)**

O'Neill, J.W., & Yeon, J. (2023). Comprehensive effects of short-term rental platforms across hotel types in United States and international destinations. *Cornell Hospitality Quarterly*, 64(1), 5-21.

O'Neill, J.W., Zhao, J., Liu, P., & Caligiuri, M. (2023). Benchmarking hotel investment risk: Differences based on types of hotels. *Cornell Hospitality Quarterly*, 64(4), 485-502.

O'Neill, J.W., Bloom, B., & Tang, K. (2023). Consideration of risk in the implementation of probabilistic prognostications of hotel revenues and expenses. *Journal of Hospitality and Tourism Insights*, 6(5), 2400-2415.

O'Neill, J.W., & Yeon, J. (2022). Hotel room rate discounting during recessionary times: Effects by hotel class. *Cornell Hospitality Quarterly*, 63(4), 544-558.

O'Neill, J.W. (2021). Projecting economic cycles in the lodging industry. *Boston Hospitality Review*, April.

O'Neill, J.W. (2020). Recreational marijuana legalization: Its effects on hotel performance. *Journal of Real Estate Literature*, 27(2), 159-180.

O'Neill, J.W., & Ouyang, Y. (2020). Predicting lodging demand trends in the U.S. hotel industry. *Cornell Hospitality Quarterly*, 61(3), 237-254.

O'Neill, J.W. Bloom, B.A., & Sharma, A. (2020). Towards improving hotel prognostications through the application of probabilistic methodologies. *Cornell Hospitality Quarterly*, 61(4), 373-400.

O'Neill, J.W., & Follmer, K. (2020). A multi-level review of hospitality work-family conflict research and a strategy for future research. *Journal of Hospitality & Tourism Research*, 44(1), 3-44.

O'Neill, J.W., & Quadri-Felitti, D. (2016). Resort fees and service fees in the U.S. hotel industry: Context and concepts related to partitioned pricing. *ICHRIE Research Reports*.

O'Neill, J.W., & McGinley, S.P. (2015). Extreme minimum wages: Effects on the U.S. hotel industry. *ICHRIE Penn State Research Reports*. **Manuscript of the Year Award (1st Place)**

O'Neill, J.W. (2015, May). Two surprising predictors of college town demand. *Hotel News Now*.

O'Neill, J.W., & McGinley, S.P. (2014). Operations research from 1913 to 2013: The Ford assembly line to hospitality industry innovation. *International Journal of Contemporary Hospitality Management*, 26(5), 663-678.

O'Neill, J.W. (2014). University lodging demand: An analysis of its stability and guidance for estimating its growth potential at the market level. *ICHRIE Penn State Research Reports*.

O'Neill, J.W. (2013). Improving the quality of hotel feasibility studies: Evaluating potential opportunities for hotel development and acquisition in university towns. *Journal of Quality Assurance in Hospitality & Tourism*, 14(4), 391-411.

O'Neill, J.W., Dev, C.S., & Yanagisawa, H. (2013). Hotel assets: An analysis of brand attributes, franchise fees, hotel age and performance. *International Journal of the Built Environment and Asset Management*, 1(2), 139-164.

O'Neill, J.W. (2013, July). PSU index: Hotel values project growth in 2014. *Hotel News Now*.

- O'Neill, J.W. (2013, January). Rising hotel values. *Lodging Hospitality*, 20.
- O'Neill, J.W. (2012). Face time in the hotel industry: An exploration of what it is and why it happens. *Journal of Hospitality & Tourism Research*, 36(4): 478-494.
- O'Neill, J.W. (2012). Using focus groups as a tool to develop a hospitality work-life research study. *International Journal of Contemporary Hospitality Management*, 24(6): 873-885.
- O'Neill, J.W. (2012). The determinants of a culture of partying among managers in the hotel industry. *International Journal of Contemporary Hospitality Management*, 24: 1: 81-96.
- O'Neill, J.W. (2012, October). Calculating cap rates. *Lodging Hospitality*, 18-19.
- O'Neill, J.W. (2012, August). Hotel values strengthen. *Lodging Hospitality*, 14-15.
- O'Neill, J.W. (2012, June). Fracking boosts hotel business. *Lodging Hospitality*, 22-24.
- O'Neill, J.W. (2012, March). Time to be social. *Lodging Hospitality*, 20-22.
- O'Neill, J.W. (2012, Spring). The Penn State real estate index. *The Hospitality Financial Management Review*, 4-5.
- O'Neill, J.W. (2012, February). Anticipation. *Lodging Hospitality*, 16.
- O'Neill, J.W. (2011). Hotel occupancy: Is the three-year stabilization assumption justified? *Cornell Hospitality Quarterly* 52: 2, 176-180.
- O'Neill, J.W. (2011, November). The market study. *Lodging Hospitality*, 18-19.
- O'Neill, J.W. (2011, July). Time to buy. *Lodging Hospitality*, 14.
- O'Neill, J.W., & Carlback, M. (2011). Do brands matter? A comparison of branded and independent hotels' performance during a full economic cycle. *International Journal of Hospitality Management* 30, 515-521.
- O'Neill, J.W. (2011, April). The OTA conundrum. *Lodging Hospitality*, 16-18.
- O'Neill, J.W. (2011, February). Branding works. *Lodging Hospitality*, 18-20.

- O'Neill, J.W., & Mattila, A.S. (2010). Hotel brand strategy. *Cornell Hospitality Quarterly* 51: 1, 27-34. **The most frequently read article in the Cornell Hospitality Quarterly in 2010 according to SAGE**
- O'Neill, J.W. (2010, October). Per diem factors. *Lodging Hospitality*, 26.
- O'Neill, J.W. (2010, July). Problem appraisals. *Lodging Hospitality*, 18.
- O'Neill, J.W. (2010, April). What's the highest and best use? *Lodging Hospitality*, 18-20.
- O'Neill, J.W. (2010, February). A new spin on rebranding. *Lodging Hospitality*, 16.
- O'Neill, J.W. (2009, November). Scraping away the 'CRUD.' *Lodging Hospitality*, 20-21.
- O'Neill, J.W. (2009, August). Values to bottom out in 2010? *Lodging Hospitality*, 18-19.
- O'Neill, J.W. (2009, May). The four drivers of hotel values. *Lodging Hospitality*, 20-22.
- O'Neill, J.W., Hanson, B., & Mattila, A.S. (2008). The relationship of sales and marketing expenses to hotel performance in the United States. *Cornell Hospitality Quarterly* 49: 4, 355-363. **Article of the Year Award**
- O'Neill, J.W., & Mattila, A.S. (2008). Recent findings regarding hotel brand and strategy. *Handbook of Hospitality Strategic Management*, 203-213.
- O'Neill, J.W., & Mattila, A.S. (2008). A study of hotel service recovery strategy. *Tourist Satisfaction and Complaining Behavior*, 205-216.
- O'Neill, J.W. (2008, November). Anything but lavish. *Lodging Hospitality*, 26-27.
- O'Neill, J.W. (2008, May). A CNN recession? *Lodging Hospitality*, 32-33.
- O'Neill, J.W. (2007, November). Big box strategy. *Lodging Hospitality*, 44-46.
- O'Neill, J.W. (2007, May). Multiplier effect. *Lodging Hospitality*, 32.
- O'Neill, J.W. (2007, April). Brands and value. *Lodging Hospitality*, 19.
- O'Neill, J.W., Xiao, Q., & Mattila, A.S. (2007). Suburban hotel development: Choosing a franchise brand. *Case Research Journal* 26: 2, 43-60.

O'Neill, J.W., & Mattila, A.S. (2007). The debate regarding profitability: Hotel unit and hotel brand revenue and profit relationships. *Journal of Travel and Tourism Marketing*, 21: 3, 131-135.

O'Neill, J.W., & Xiao, Q. (2006). The role of brand affiliation in hotel market value. *Cornell Hotel and Restaurant Administration Quarterly*, 47: 3, 210-223.
Article of the Year Award

O'Neill, J.W. (2006, August). ABCs of cap rates. *Lodging Hospitality*, 34-36.

O'Neill, J.W., Mattila, A.S., & Xiao, Q. (2006). Hotel guest satisfaction and brand performance: The effect of franchising strategy. *Journal of Quality Assurance in Hospitality & Tourism*, 7: 3, 25-39.

O'Neill, J.W. (2006, May). Double-digit growth. *Lodging Hospitality*, 22.

O'Neill, J.W., & Mattila, A.S. (2006). Strategic hotel development and positioning: The effects of revenue drivers on profitability. *Cornell Hotel and Restaurant Administration Quarterly*, 47: 2, 146-154.

O'Neill, J.W. (2006, January). Defining segments. *Lodging Hospitality*, 42.

O'Neill, J.W., & Belfrage, E.E. (2005). A strategy for estimating identified intangible asset value: Hotel affiliation contribution. *Appraisal Journal*, 73: 1, 78-86.

O'Neill, J.W. (2005, November). Hurricanes and values. *Lodging Hospitality*, 40-42.

O'Neill, J.W. (2005, July). Figuring intangibles. *Lodging Hospitality*, 30.

O'Neill, J.W., & Xiao, Q. (2005). Strategic approach to smoking bans: The case of the Delaware gaming industry. *FIU Hospitality Review*, 23: 1, 39-50.

O'Neill, J.W. (2005, May). Tackling obsolescence. *Lodging Hospitality*, 23.

O'Neill, J.W. (2005, February). Up the value roller coaster. *Lodging Hospitality*, 32.

O'Neill, J.W. (2004, November). A new approach to hotel values. *Lodging Hospitality*, 38.

O'Neill, J.W. (2004, September). The inn crowd. *Commercial Investment Real Estate*, 39-40.

O'Neill, J.W. (2004, July). Luxury hotel values are on the rise. *Lodging Hospitality*, 30.

- O'Neill, J.W. (2004, March). Is the rule of thumb still viable? *Lodging Hospitality*, 26.
- O'Neill, J.W., & Mattila, A.S. (2004). Towards the development of a lodging service recovery strategy. *Journal of Hospitality & Leisure Marketing*, 11: 2, 51-64.
- O'Neill, J.W. (2004). An automated valuation model for hotels. *Cornell Hotel and Restaurant Administration Quarterly*, 45: 3, 260-268.
- O'Neill, J.W., & Mattila, A.S. (2004) Hotel branding strategy: Its relationship to guest satisfaction and room revenue. *Journal of Hospitality & Tourism Research*, 28: 2, 156-165.
- O'Neill, J.W. (2003). ADR rule of thumb: Validity and suggestions for its application. *Cornell Hotel and Restaurant Administration Quarterly*, 44: 4, 7-16. **Lead Article**
- O'Neill, J.W., & Rushmore, S. (2003). Strategic and structural changes in hotel mortgages: A multiple regression analysis. *Appraisal Journal*, 71: 3, 238-244.
- O'Neill, J.W. (2003, November). Are value increases on the horizon? *Lodging Hospitality*, 38.
- O'Neill, J.W. (2003, August). How fees and capex affect values. *Lodging Hospitality*, 20.
- O'Neill, J.W. (2003, May). Midscale without f&b gains in value: The Penn State index. *Lodging Hospitality*, 48.
- O'Neill, J.W., & Lloyd-Jones, A.R. (2002). One year after 9/11: Hotel values and strategic implications. *Cornell Hotel and Restaurant Administration Quarterly*, 43: 5.
- O'Neill, J.W., & Lloyd-Jones, A.R. (2001). Hotel values in the aftermath of September 11, 2001. *Cornell Hotel and Restaurant Administration Quarterly*, 42: 6.
- O'Neill, J.W., & Rushmore, S. (2000). Refining estimates of hotel financing costs. *Cornell Hotel and Restaurant Administration Quarterly*, 41: 6.
- O'Neill, J.W. (2000). Strategic directions of hotel industry executives. *F.I.U. Hospitality Review*, 18: 2
- O'Neill, J.W. (2000). Residence Inn by Marriott (a valuation case). *Case Research Journal*, 20: 3.
- O'Neill, J.W. (1999). Strategy of executives in the lodging industry: Its sources and consequences. Washington, DC: American Hotel Foundation.

O'Neill, J.W. (1995, Spring). Looking for money: Where to get financing. *Hosteur*.

O'Neill, J.W. (1992, December). A business plan is not a marketing plan. *Lodging*, 23-26.

CERTIFICATES CERTIFIED GENERAL REAL ESTATE APPRAISER (multiple states)

AFFILIATIONS Appraisal Institute (MAI designation), American Hotel & Lodging Association (CHE designation), International Society of Hospitality Consultants (ISHC designation), Hospitality Asset Managers Association, Cornell Hotel Society, Mensa International, International Council on Hotel, Restaurant and Institutional Education, American Real Estate Society, Academy of Management, Strategic Management Society, North American Case Research Association

PROFESSIONAL SERVICE *Chairman, Patton Township Police Pension Board*
Past Chairman, Patton Township Planning Commission
Past President, Appraisal Institute, Rhode Island Chapter
Past Vice President, Appraisal Institute, Rhode Island Chapter
Past Chairman, Appraisal Institute, Ethics Review Board
Past Board Member, Patton Township Zoning Board
Past Vice President, Cornell Club of Mid America

MILITARY United States Army, Honorable Discharge

**INVITED
SPEECHES AND
PRESENTATIONS**

Hospitality Asset Managers Association, San Francisco, CA, 2023
Bisnow Lodging Investment Summit, Washington, DC, 2018
Hospitality Asset Managers Association, Atlanta, GA, 2017
Hotel Brokers International Webinar, Kansas City, MO, 2016
U.S. Senate Meeting on Sharing Economy, Washington, DC, 2016
U.S. House of Representatives Meeting, Washington, DC, 2016
Pennsylvania Legislature Meeting, York, PA, 2016
Pennsylvania Restaurant & Lodging Assoc., Bedford Springs, PA, 2016
Central Pennsylvania CVB, State College, PA, 2016
Bisnow Lodging Investment Summit, Washington, DC, 2015
Hospitality Asset Managers Association, Dallas, TX, 2015
Bisnow Lodging Investment Summit, Washington, DC, 2014
Bisnow Lodging Investment Summit, Washington, DC, 2013
Hospitality Asset Managers Association, Indianapolis, IN, 2013
American Real Estate Society, Mauna Lani Bay, HI, 2013
Midwest Lodging Investors Summit, Chicago, IL, 2012
Cornell Brand Management Conference, Ithaca, NY, 2012
Midwest Lodging Investors Summit, Chicago, IL, 2011
Hersha Hospitality Board of Directors, Philadelphia, PA, 2011
Midwest Lodging Investors Summit, Chicago, IL, 2010
Pennsylvania Tourism & Lodging Assoc., University Park, PA, 2010
Midwest Lodging Investors Summit, Chicago, IL, 2009
Vantage Hospitality Annual Conference, Las Vegas, NV, 2009
Hotel Brokers International Conference, San Diego, CA, 2009
Pennsylvania Tourism & Lodging Assoc., Harrisburg, PA, 2008
Hotel Brokers International Conference, Las Vegas, NV, 2008
Association of Assessing Officers Conf., Newport, RI, 2007
International Hotel and Motel Show, New York, NY, 2007
American Association of University Women, State College, PA, 2007
Hotel Brokers International Conference, Las Vegas, NV, 2007
Pennsylvania Tourism & Lodging Assoc., Harrisburg, PA, 2006
League of Municipalities Conference, Atlantic City, NJ, 2006
Hotel Brokers International Conference, Las Vegas, NV, 2006
Delaware Legislature, Dover, DE, 2005
Pennsylvania Tourism & Lodging Assoc., Harrisburg, PA, 2004
Embassy Suites Area Vice Presidents, Myrtle Beach, SC, 2003
Appraisal Institute, Harrisburg, PA, 2003
Hilton Hotels Corporate Offices, Memphis, TN, 2002
United States District Court, Hartford, CT, 2001
Rhode Island Legislature, Providence, RI, 2001
Warwick Station Redevelopment Authority, Warwick, RI, 1999
Appraisal Institute, Providence, RI, 1999
Robert Morris Association, Freeport, ME, 1998
Radisson Hotel General Managers, Providence, RI, 1996
Foundation for Accounting Education, New York, NY, 1993
Commercial Property News Conference, New York, NY, 1993
Maine Innkeepers Association, Rockport, ME, 1992

**QUOTATIONS
AND
CITATIONS**

Bloomberg Business News
Business Travel News
Business Week
CBS News
China Daily
CNBC
Crain's New York Business
Fast Company
Fortune Magazine
Fox News
Hotel & Motel Management
Hotel News Now
Hotels Magazine
Houston Business Journal
Houston Chronicle
Kansas City Star
KGOA News (California)
Lodging Magazine
Lodging Hospitality
Los Angeles Times
Management Review
NBC Today Show
New Jersey Biz
New York Post
New York Times
Ottawa Citizen (Canada)
Pennsylvania Business Central
Philadelphia Business Journal
Philadelphia Inquirer
Providence Journal
San Francisco Examiner
San Jose Mercury News
Skift
The Guardian
Time Magazine
Travel Agent Magazine
Travel Weekly
USA Today
U.S. Japan Business News
Wall Street Journal
Washington Business Journal
Washington Times
WDEL News
Wilkes-Barre Times Leader (Pennsylvania)
Wilmington News Journal (Delaware)

**CONSULTING
CLIENTS**

Hospitality Organizations:

Choice Hotels International
Darren Hospitality Group
HFL Corporation
Highland Holding Group
Hilton Worldwide
Lodgian
Marriott International
Mohegan Sun
Shaner Hotel Group
The Trump Organization
Woodfin Suites

Financial Institutions:

Bank of the West
Beneficial Savings Bank
Citizens Bank
Commerce Bank
Fleet Bank
GMAC Commercial Mortgage
Graystone Bank
M&T Bank
Stearns Bank
Sun Financial Services
Washington Trust Bank

Law Firms:

Archer & Greiner
Barley Snyder
Bond, Schoeneck & King
Caldwell & Kearns
CGA Law Firm
Dorf & Nelson
Feldman & Pinto
Guthrie, Nonemaker, Yingst & Hart
Hall Booth Smith
Hourigan, Kluger & Quinn
Hunt, Leibert, Chester & Jacobson
Kasowitz, Benson, Torres & Friedman
Katten Muchin Rosenman
King, Spry, Herman, Freund & Faul
McNees Wallace & Nurick
Norris McLaughlin
Peters, Moritz, Peischl, Zulick, Landes & Brienza
Severn, O'Connor & Kresslein
Wagstaff & Cartmell
Zimmerman, Pfannebecker, Nuffort & Albert

Publishers:

Appraisal Institute
Course Technology
Delmar Publishing
Kaplan Publishing
Prentice Hall

Public/Quasi-Public:

Thomson Publishing
City of Warwick, RI
Delaware Program
Fayette County, KY
Pocono Mountains Visitors Bureau
Rhode Island Hospitality & Tourism Association
U.S. Army