

# Sybil Yang

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## PROFESSIONAL STATEMENTS

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**Research:** Develop a series of empirically based best practices for menu design, menu engineering, and on premise restaurant merchandising. Theoretical foundations for the research stem primarily from marketing, psychology and decision making literatures.

Develop a series of best practices gift card/certificate and couponing policies to maximize life time customer value for restaurants. Theoretical foundations for the research span financial accounting, finance, valuation, marketing, and revenue management literatures.

**Teaching:** To provide students with the critical thinking skills, general business methodologies and mythologies, and industry-specific knowledge that will enable them to make fewer mistakes and give them a competitive advantage in the hospitality industry.

## EDUCATIONAL BACKGROUND

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### *Cornell University - Ithaca, NY*

2007- Present

PhD Candidate – Consumer Behavior, School of Hotel Administration  
Expected graduation: August 2011

### *Cornell University - Ithaca, NY*

2002 – 2005

Masters: MBA - Johnson School of Business Administration  
Finance & Entrepreneurship  
Masters: MMH - School of Hotel Administration  
Food & Beverage Operations & Entrepreneurship

### *University of California, Berkeley - Berkeley, CA*

1994–1997

Major: BS - Business Administration, Accounting & Finance (3.1 gpa)  
Minor: Education

## TEACHING EXPERIENCE

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### *Culinary Institute of America – Hyde Park, NY*

2006- 2007

**Lecturing Instructor:** Full-time faculty member in the bachelor's degree program, focusing on the Business Management department's core Financial Management course (FIN401). Major topics covered include: Reading financial statements (financial accounting review), time value of money, capital budgeting, working capital, cost of capital, and capital structure.

Full-time faculty member in the associate's degree program, focusing on core the Menu Development course (HOSP242). Major topics covered include: Menu design, planning, and engineering; item pricing and promotion; and sales analysis.

- Developed introductory finance course and curriculum for non-business students.
- Developed teaching notes, practice problems, exams, and case studies.
- Managed and trained three tutors to facilitate student learning.

- Evaluated student work on: exams, written case studies, capstone projects, and homework.
- Developed case-based curriculum for menu development discussions.

**Cornell University – School of Hotel Administration - Ithaca, NY** **2003-2005; 2007-Present**

**Graduate Assistant:** support for six graduate and undergraduate level core and elective courses, for a combined 18 semesters of work. Conducted review sessions through lecture and problem solving formats. Co-authored teaching cases and case studies based on restaurant industry trends and scenarios. Troubleshoot additional student questions through office hours. Evaluated student work on: exams, written case studies, and class participation. Graduate Assisted courses include:

- HADM2221 – Managerial Accounting (Associate Professor Gordon Potter); 2 semesters
- HADM6606 – Restaurant Revenue Management (Professor Sheryl Kimes); 3 semesters
- HADM6624 – Reporting & Analysis of Financial Statements (Associate Professor Gordon Potter); 7 semesters
- HADM7703 – Operations Management (Professor Sheryl Kimes); 2 semesters
- HADM7723 – Corporate Finance (Associate Professors Linda Canina and Qing Ma); 2 semesters
- HADM7724 – Managerial Accounting (Associate Professors Gordon Potter and Jim Hesford); 2 semesters

**Teaching Assistant:** Support for five undergraduate classes. Duties ranged from maintaining the course logistics for a 700-person wine tasting class and 20 person food & wine pairing and beers classes, to providing managerial and culinary guidance for a 30 person guest chef class, to grading and evaluating student business plans and case work based on: financial viability, market and competitive research quality, thoroughness of operational due diligence.

- HADM4401 - Restaurant Entrepreneurship (Sr. Lecturer Giuseppe Pezzotti); 9 semesters
- HADM4403 - Specialty Food & Beverage Operations (Sr. Lecturer Giuseppe Pezzotti); 3 semesters
- HADM4430 - Introduction to Wines (Professor Stephen Mutkoski); 3 semesters
- HADM4431 - Food and Wine Pairing Principles & Promotion (Sr. Lecturer Giuseppe Pezzotti); 3 semesters
- HADM4437 - The Anheuser Busch Seminar in Quality Brewing & Fine Beer (Sr. Lecturer Giuseppe Pezzotti); 4 semesters

**Guest Lecturer:** Delivered upper division course lectures on various topics of restaurant operations:

- HADM4401 – Restaurant Entrepreneurship (Sr. Lecturer Giuseppe Pezzotti)  
*Forecasting and the Uniform System of Accounts for the restaurant industry.*
- HADM4436 – Beverage Management (Professor Stephen Mutkoski)  
*Beverage program pricing and sales analysis.*
- HADM6606 – Restaurant Revenue Management (Professor Gary Thompson)  
*Menu engineering and design in restaurant revenue management.*

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**FINANCE & CONSULTING WORK EXPERIENCE**

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**Revenue Management Solutions, LLC – Tampa, FL** **2005- 2006**

**Consultant:** Statistics-based strategy, price and real estate consulting for multi-unit, multi-brand restaurant chains. Major clients included Disneyland Resorts, Cracker Barrel, O’Charley’s, Champ’s, Sbarro, and RARE Hospitality. Major projects:

- Made quarterly price recommendations and conducted operational analysis for Disneyland Resorts’ food and beverage programs. Recommendations and analysis resulted in \$4.1 million of total annual financial impact.
- Conducted alcoholic beverage pricing and performance evaluation for major steakhouse and sports bar chains, impacting over \$80 million in annual alcohol sales.
- Created and presented income statement pro formas for proposed new store sites. Pro formas based on statistical relationship between site, demographic and economic variables relative to past store performance.
- Presented and defended forecasts and recommendations to executives and operational managers.

**SkipStone Ventures, LLC – San Francisco, CA** **2000- 2001**

**Business and Market Analyst:** Fifth member of seed-stage venture capital firm investing in information technology companies.

- Reviewed and analyzed 100+ business plans in: ERP, CRM, Wireless technology industries.
- Conducted marketing, financial, and competitive due diligence with C-Level management.
- Built extensive pricing and valuation models, competitive market research, and market sizing reports for portfolio companies. Valuation methods included DCF, comparable company and multiples-based valuations.

**Salomon Smith Barney – San Francisco, CA** **1998- 1999**

**Investment Banking Analyst:** Sell-side corporate finance analyst for SSMB media and telecommunications investment banking group focused on online media, telecommunications, and traditional media companies. Constructed and analyzed M&A, valuation, and financing models - using discounted cash flow, and comparable company (relative valuation) methods.

**Fidelity Capital Markets – San Francisco, CA** **1996- 1998**

**Assistant Specialist:** Trading assistant for specialist post on the floor of the Pacific Coast Stock Exchange. Executed market and specialist book orders for utility and drilling company stocks.

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**WRITINGS & PUBLICATIONS**

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Yang, S. (Under Review). “Eye Movements on Restaurant Menus: A Revisitation on Gaze Motion and Consumer Scanpaths,” Under first review at *International Journal of Hospitality Management*.

Yang, S., Kimes, S.E., and Sessarego, M.M. (2009), “Menu Price Presentation Influences on Consumer Purchase Behavior in Restaurants,” *International Journal of Hospitality Management*. 28(1), 157-160.

Yang, S., Lynn, W.M. (2009), “Wine List Characteristics Associated with Greater Wine Sales,” *Cornell Hospitality Report*. 9(11).

Yang, S., Kimes, S.E., and Sessarego, M.M. (2009), “\$ or Dollars?: Effects of Menu Price Formats on Customer Price Purchases,” *Cornell Hospitality Report*. 9(8).

## SERVICE

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- Reviewer for the *Cornell Hospitality Quarterly (CQ)*, 2008-present
- Participant, *Cornell Center for Hospitality Research, Menu Development Roundtable*, 2008
- Chef Instructor, *Operation Frontline* through Cornell Cooperative Extension, 2008 & 2009
- Gala Banquet for *Hotel Ezra Cornell (HEC)*, Executive Chef - 2005, Chef de Partie - 2009

## HONORS & AWARDS

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- Graduate Teaching Assistant of the Year, 2009
- Michael Tong Culinary Scholarship Award, 2005
- Banfi's Vintners Excellence in Scholarship Award, 2004
- Ye-Hosts Hotel School Honors and Dean's List

## HOBBIES & INTERESTS

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### Outdoor

- Mountaineering / Backpacking
- Rock Climbing
- Snowboarding
- Kayaking (touring, not white water)

### Indoor

- Cooking – Culinary and Baking & Pastry
- Poker – before it was popular and on TV
- Violinist (classical)
- Graphic design

*NOTE: food & beverage operations resume available upon request.*