

**UNITED STATES DISTRICT COURT
FOR THE SOUTHERN DISTRICT OF FLORIDA**

NORWEGIAN CRUISE LINE HOLDINGS LTD., a Bermuda Company; **NCL (BAHAMAS) LTD.**, d/b/a **NORWEGIAN CRUISE LINE**, a Bermuda Company; **SEVEN SEAS CRUISES S. DE R.L.**, d/b/a **REGENT SEVEN SEAS CRUISES**, a Panama Limited Liability Company; **OCEANIA CRUISES S. DE R.L.**, d/b/a **OCEANIA CRUISES**, a Panama Limited Liability Company;

Plaintiffs,

v.

SCOTT A. RIVKEES, M.D., State Surgeon General and Head of the Florida Department of Health, in his official capacity;

Defendant.

Case No. 1:21-cv-22492-KMW

DECLARATION OF DR. JUKKA LAITAMAKI

I, Jukka Laitamaki, declare as follows:

1. I make this declaration on the basis of my personal and professional knowledge and experience and publicly available information. Various materials that I have relied upon in formulating my opinions set forth in this declaration are listed in **Exhibit 1** hereto.

2. I hold a Ph.D. and M.Sc. from the Cornell University School of Hotel Administration, as well as an M.Sc. from the Turku School of Economics and Business Administration. I am currently a clinical professor in the School of Professional Studies and Jonathan M. Tisch Center of Hospitality at New York University ("NYU").

3. At NYU, I teach courses on Leadership, Strategy Formulation, Business Development, and Strategic Brand Management. I have more than 30 years of higher education and consulting experience in over 20 countries on six continents and the United Nations. My areas of expertise include business strategy, branding, sustainability, and entrepreneurship with a special focus on the international hospitality, tourism, and service industries. I also lecture and

conduct research in the areas of leadership, global and competitive strategy, Blue Ocean and brand strategy, customer and brand experience management, and sustainability.

4. My research in these areas has been published in several international conferences and journals, including the European Management Journal, California Management Review, and Journal of Transnational Management.

5. Previously, I worked as a professor at the University of California Berkeley and Fordham University. At Fordham, I built the Global Professional MBA Program with 140 students from 40 countries. Newsweek recognized the program as one of the top seven international MBA programs in the United States. I also was a management consultant with the Service Management Group at McKinsey & Company.

6. Norwegian Cruise Line Holdings Ltd. (“NCLH”) has agreed to compensate me at a rate of \$500 per hour for this engagement, and that rate is my standard one for providing consulting services.

7. In the course of my professional life, I have extensively analyzed and studied the cruise industry with a focus on Carnival Corporation & PLC, Royal Caribbean Cruises Ltd., NCLH, and their core strategies, innovations, and main brands of Carnival Cruise Line, Royal Caribbean, and Norwegian Cruise Line. Jukka Matti Laitamaki, *The Next Generation Cruise Ships Searching for the Blue Ocean*, The Case Centre (2020).

8. “A brand is an organization’s promise to a customer to deliver what the brand stands for not only in terms of functional benefits but also emotional, self-expressive, and social benefits.” David A. Aaker, *Aaker on Branding* (2014). When a brand delivers on the promise, it will earn the consumer’s trust. Failing to deliver on the promise has the potential to destroy that trust and the brand itself. Brand trust has been defined as “the extent to which consumers believe that a company can deliver products and services that satisfy consumer needs and wants,” Kevin Lane Keller & David A. Aaker, *The Effects of Sequential Introduction of Brand Extension*, Vol. XXIX J. of Marketing Research 35 (1992), as well as “the brand will deliver what is desired versus that which is feared.” Susan Fournier, *Consumers and Their Brands: Developing Relationship Theory in Consumer Research*, 24 J. of Consumer Research 343 (1998). Earning and maintaining the trust of customers is essential to strategic success in the cruise industry, and that trust can be quickly and irrevocably lost if customers have a poor experience with a particular brand or otherwise perceive that a brand has failed to deliver on its promises.

9. The U.S. cruise industry is struggling due to the early COVID-19 crises on Diamond Princess and Grand Princess, which resulted in the loss of life and CDC's No Sail Order. Americans are still hesitant to take a cruise: according to a May 2021 poll of 1,999 U.S. adults by Harris Poll, only 50% of respondents are confident that the cruise industry can reopen safely coming out of the pandemic. These results meant that the cruise industry ranked at the bottom in terms of consumer trust in safe opening, behind retail stores (82%), restaurants (80%), hotels (79%), airlines (69%), amusement parks (63%), movie theaters (63%), and sports and concert venues (59%). According to the same survey, 59% of respondents said that if they were going to take a cruise, they would specifically look for a cruise line that mandated all crew and passengers to be vaccinated against COVID-19. Just 26% preferred that there was no mandate, and 18% said it would not matter either way.

10. A separate May 2021 survey of over 5,000 readers of CruiseCritic.com recently found that 80% of likely cruisers prefer to resume sailing on ships that require vaccinations. Of the 80% who favor vaccinated ships, 89% said they would feel more safe sailing on a ship with fellow vaccinated travelers, and 69% said they want a more traditional cruise experience, without masks, social distancing, or testing requirements. Just 14% of the respondents said they would prefer to sail on a ship without a vaccine requirement, and 7% said they had no preference.

11. NCLH's three brands (Norwegian Cruise Line, Oceania Cruises, and Regent Seven Seas) have a brand promise of safety and hygiene. The most recent data from CDC's Vessel Sanitation Program indicated that all of NCLH's ships passed the sanitation inspection (86 or higher score) with Norwegian Sky and Norwegian Spirit receiving the maximum score of 100 (<https://wwwn.cdc.gov/InspectionQueryTool/InspectionResults.aspx>). NCLH has been an innovator in the cruise industry, introducing several industry firsts including Freestyle Cruising and Value-Add Bundling of customer services and experiences. NCLH has differentiated its brands based on the flexibility that customers have for enjoying various restaurants, bars, activities, and amenities onboard. These innovations combined with the youngest fleet relative to key competitors (9.8 years weighted average at the end of 2017) have resulted in excellent customer loyalty, which stood at 62% for Regent Seven Seas, 50% for Oceania Cruises, and 40% for Norwegian Cruise Line at the end of 2017. Jukka Matti Laitamaki, *The Next Generation Cruise Ships Searching for the Blue Ocean*, The Case Centre (2020).

12. Strong brand trust and customer loyalty have produced best-in-class net yield performance for NCLH, which was 29% higher than Royal Caribbean Cruises Ltd. and 38% higher than Carnival Corporation & PLC. NCLH's brand trust would be severely harmed and could be destroyed if there were an outbreak of COVID-19 on any of its cruise ships. Beyond the extreme costs involved in sailing to a safe harbor in the wake of an outbreak, as current industry protocol requires, NCLH's brand promise for safe and hygienic cruises would be irreversibly injured.

13. It is my understanding that NCLH promised its passengers 100% vaccinated cruises before Fla. Stat. § 381.00316 was enacted on May 3, 2021, and before it took effect on July 1, 2021. A failure to keep that promise would threaten NCLH's brand trust, especially given that many of its passengers likely bought tickets, made plans, and incurred costs based on this promise.

14. "The cruise experience benefits from being impromptu. It is cruise lines' worst nightmare to have separate areas for the vaccinated and unvaccinated." *See* Fran Golden, *On Cruises That Allow Them, the Unvaccinated Are Second-Class Citizens*, Bloomberg News, <https://www.bloomberg.com/news/articles/2021-07-07/on-cruises-that-allow-them-the-unvaccinated-are-second-class-citizens> (2021). A 2019 survey found that cruise passengers find the following amenities appealing: restaurants (73%), movie theaters/stage shows (56%), spa amenities (45%), and bars (38%) (Mintel, September 2019). A 2017 study indicated that cruises were found to be "good for relaxing" (57%), "a safe way to visit unfamiliar places" (42%), "good for experiencing new cultures" (41%), and "fun for everyone" (40%) (Mintel, September 2017). Although many passengers consider cruises to be the best way to visit unfamiliar destinations, large cruise ships such as Norwegian Epic have themselves become the preferred destinations for many passengers, and their experience onboard is paramount (<https://www.cruise-international.com/the-ship-is-the-destination/>).

15. The utility that cruise passengers derive from on-board activities and amenities depends on their feeling that these activities are safe and comfortable to participate in. Thus, widespread fears of contracting COVID-19 onboard a cruise ship would significantly detract from the cruise experience, as passengers would not feel free and welcome to use many amenities or participate in many onboard activities without fear, stress, or constraint. The fear of COVID-19 has resulted in research regarding the nature and dimensions of this fear. Daniel

Kwasi Ahorsu et al., *The Fear of COVID-19 Scale: Development and Initial Validation*, Int'l J. of Mental Health and Addiction, 27 March (2020). Other research has found that during COVID-19, crises communication that focused on shared emotions between tourists and hospitality employees positively influenced “brand humanization” and “emotional attachment” that led to stronger intent to visit. Haiming Hang et al., *Building Emotional Attachment During COVID-19*, Annals of Tourism Research 83 (2020).

16. My understanding of NCLH’s policy of requiring that 100% of its crew and passengers be fully vaccinated—and of requiring documentation of crew and passenger vaccination statutes—is that this policy is a powerful tool for NCLH to build its brand trust and customer goodwill by focusing on shared emotions and countering the fear of COVID-19. Both crew and customers share the fear of COVID-19, and requiring 100% vaccinations—and documentation proving vaccination status—effectively counters that fear. Correspondingly, a ban on vaccination documentation would increase the fear of COVID-19, render NCLH’s policy less effective, and thus harm NCLH’s brand trust and goodwill and result in lower customer intent to take NCLH cruises in the future. Moreover, abandoning its documentation policy would likely be taken by customers as NCLH breaking its promise to them, thereby damaging NCLH’s brand, reputation, and standing with customers in the ways I have already noted. Last, to the extent that abandoning the policy increases the risk of an actual COVID-19 outbreak, it would entail corresponding risks of the disastrous consequences for NCLH that I have noted.

17. If NCLH were required to board passengers who do not or cannot show documentation certifying COVID-19 vaccination, NCLH would likely be forced to significantly limit the cruise experience for these passengers. Enforcing these limits would almost certainly harm NCLH’s goodwill and brand promise for providing flexibility as NCLH would need to enforce on-board barriers against passengers who did not certify vaccination against COVID-19. The resulting constraints, friction, and discomfort would undermine the cruise experience of everyone on board. Passengers who want to enjoy themselves on board do not want to have their activities strictly policed, nor do they want to worry about whether they are mixing with the wrong fellow passengers, at the wrong places as they move about a ship.

I declare under penalty of perjury that the foregoing is true and correct.

Executed on July 12, 2021

A handwritten signature in black ink, appearing to be 'Jukka Laitamaki', written above a horizontal line.

DR. JUKKA LAITAMAKI

Exhibit 1

Materials Relied Upon

Sources:

Aaker (2014)

https://www.google.com/books/edition/Aaker_on_Branding/DKDKAgAAQBAJ?hl=en

Ahorsu et al. (2020) <file:///C:/Users/jl142/Desktop/The%20Fear%20of%20COVID-19%20Scale%20-%20Development%20and%20Initial%20Validation%20by%20Ahorsu%20et%20al.pdf>

CDC Vessel Sanitation Program (2021)

<https://wwwn.cdc.gov/InspectionQueryTool/InspectionSearch.aspx>

Cruise critic.com (2021) <https://www.cruise critic.com/ab/agents/variation-a/articles.cfm?ID=6159>

Hang et al. (2020) <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC7373071/pdf/main.pdf>

Harris Poll COVID Tracker (2021) <https://theharrispoll.com/the-harris-poll-covid19-tracker/>

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<file:///C:/Users/jl142/Desktop/Consumers%20and%20Their%20Brands%20by%20Fournier%20p.%20365.pdf>

Keller and Aaker (1992) <https://journals.sagepub.com/doi/pdf/10.1177/002224379202900104>

Mintel (December 2019) Cruises U.S. December 2019

Mintel (September 2017) Cruises U.S. September 2017

Laitamaki (2020)

[file:///C:/Users/jl142/Downloads/Master%20Copy%20The%20Next%20Generation%20Cruise%20Ships%20Searching%20for%20the%20Blue%20Ocean%20Case%20320-0206-1%20\(2\)%20\(1\).pdf](file:///C:/Users/jl142/Downloads/Master%20Copy%20The%20Next%20Generation%20Cruise%20Ships%20Searching%20for%20the%20Blue%20Ocean%20Case%20320-0206-1%20(2)%20(1).pdf)

Laitamaki (2021) <https://www.bloomberg.com/news/articles/2021-07-07/on-cruises-that-allow-them-the-unvaccinated-are-second-class-citizens>

Exhibit 2

JUKKA M. LAITAMAKI, Ph.D.

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Ph.D., Cornell University School of Hotel Administration, USA

M.Sc., Cornell University School of Hotel Administration, USA

M.Sc., Turku School of Economics and Business Administration, Finland

Dr. Laitamaki has explored 63 countries and he is a global academic and an expert in strategy, marketing, branding, sustainability, and entrepreneurship with a special focus on international hospitality, tourism and service industries. He has over 30 years of higher education and consulting experience in over 20 countries on six continents and at the United Nations.

Dr. Laitamaki has worked as a management consultant with Service Management Group and McKinsey & Company, and as a professor at U.C. Berkeley, Fordham University, and New York University. At Fordham, he was part of the opening team of the Beijing International MBA Program which was inaugurated when President Clinton visited the University of Beijing in 1998. He built Fordham's Global Professional MBA (GPMBA) Program with 140 students from 40 countries. Newsweek recognized GPMBA as one of the top seven international MBA Programs in the U.S.

At New York University Dr. Laitamaki teaches Strategy Formulation, Business Development, and Strategic Brand Management. He lectures and conducts research in global and competitive strategy, Blue Ocean and brand strategy, customer and brand experience management, entrepreneurship, and sustainability. Dr. Laitamaki's research has been published in several international conferences and journals including the European Management Journal, California Management Review, and Journal of Transnational Management. He is a contributor on tourism policy for the textbook Travel and Tourism: An Industry Primer by Prentice Hall. Dr. Laitamaki's research on the sustainability of the Cuban tourism industry was published in the Managing Global Transitions International Research Journal, and his research on Cuban UNESCO sites was published at the THoR 2017 Sustainable Tourism Conference in Singapore. He has published a business case study regarding the global cruise line industry in the European Case Centre titled "The Next Generation Cruise Ships Searching for the Blue Ocean." Most recently he presented his work titled "The Impact of U.S. Cuba Policies on Cuban Tourism Industry: Focus on the Obama and Trump Administration at the Global Conference on Services and Retail Management, May 10-13, 2021

EDUCATION

CORNELL UNIVERSITY SCHOOL OF HOTEL ADMINISTRATION Ithaca, NY
 Ph.D., August 1990 and M.Sc., January 1989
 Major: Marketing Minor: Managerial Economics
 TURKU SCHOOL OF ECONOMICS AND BUSINESS ADMINISTRATION Finland
 Master of Economics and Business Administration 1982
 Majors: Business Law, Accounting Minor: Managerial Economics

EXPERIENCE

2003- NEW YORK UNIVERSITY New York, NY
 Clinical Professor
 School of Professional Studies Jonathan M. Tisch Center for Hospitality and Tourism
 1990- FORDHAM UNIVERSITY GRADUATE SCHOOL OF BUSINESS New York, NY
 2003 Director, Global Professional MBA Program and Clinical Associate Professor
 1996- HELSINKI SCHOOL OF ECONOMICS AND BUSINESS ADMINISTRATION Finland
 2006 Visiting Professor, International Marketing, Global E-business and Global Branding
 2003- ADELAIDE GRADUATE SCHOOL OF BUSINESS
 2005 Visiting Professor, Global Branding
 1997- KOREA EXECUTIVE MBA PROGRAM Seoul, Korea
 1998 Visiting Professor, International Marketing
 1996 FINNISH MINISTRY OF TRADE AND INDUSTRY Finland
 Advisor, Industrial Policies for International Services
 1994- TURKU SCHOOL OF ECONOMICS AND BUSINESS ADMINISTRATION Finland
 1995 Visiting professor, Total Quality Management
 1991 IRISH MANAGEMENT INSTITUTE Dublin, Ireland
 Visiting Professor, International Marketing
 1989- UNIVERSITY OF CALIFORNIA HAAS SCHOOL OF BUSINESS Berkeley, CA 1990
 Visiting Professor, Services Marketing and Management
 1989- THE FINNISH INSTITUTE OF MANAGEMENT (LIFIM) Finland
 1991 Visiting Professor, Services Management and Marketing
 1988 McKinsey & COMPANY, Inc. Sweden
 Associate, Global Competitive Strategy Development
 1986- HAAGA INSTITUTE OF HOSPITALITY MANAGEMENT Finland
 1988 Instructor, International Hospitality Industry Management
 1984- UNIVERSITY OF LAPLAND AND OULU Finland
 1985 Instructor, Services Marketing and Management
 1981- SERVICE MANAGEMENT GROUP Finland and USA
 1985 Senior Consultant, International Service Industry Practice

RESEARCH

Refereed Journal Articles

- “Sustainable Tourism Development Frameworks and Best Practices: Implications for the Cuban Tourism Industry.” (with Lisandra Torres Hechavarría, Mariko Tada, Siying Liu, Natania Setyady, Nuntawan Vatcharasoontorn, and Feizhou Zheng) Managing Global Transitions: International Research Journal Vol. 14, No.1, 2016: 7-29.
- “The Impact of the 2008 Financial Crises on Finnish and American Households.” (with Raija Jarvinen) The Finnish Journal of Business Economics, 1, 2013: 41-65.
- “Global Strategies for Destination Management Organizations: Focus on Country Brand Experience Management.” (with T. Hamalainen) Finnish Journal of Tourism Research, Vol 2, No 4, 2008: 5-24
- “The I² DE² A-Framework of Strategic HR Value Added Management: Best Practices in International Hospitality, Travel and Transportation Industries.” (with Sinikka Laitamaki and Tarja Ruuska) Estonian Business School Review 2, 23, 2007: 7-18.
- "Building and Deploying Profitable Growth Strategies based on the Waterfall of Customer Value Added." (with Ray Kordupleski) European Management Journal 15, 2, 1997: 158-166.
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- "Total Quality Research: Integrating Markets and the Organization." (with Robert Hurley), California Management Review 38, 1, 1995: 59-78.
- "Enhancing Socio-Cultural Interaction through Development of Travel Packages." (with Mary Tabacchi and Heather Searle) Visions: An International Journal of Leisure Industry 1990.

Double-Blind Refereed Articles in Conference Proceedings

- “Sustainable Tourism in Cuban UNESCO World Heritage Sites: Focus on Historic City Centers.” International Conference on Tourism and Hospitality Research (THoR 2017) Singapore, December 11-12, 2017.
- “Senior Citizen Wellbeing: Differences between American and Finnish Societies.” (with Raija Jarvinen) Management International Conference MIC 2015, Portoroz Slovenia, May 28-30, 2015.
- “Competitive Benchmarking of International Jazz Festival Destinations: The Six Alpha Competitiveness Criteria™” EURO CHRIE Annual Conference, Dubai UAE, October 6-9, 2014.
- “Finnish and American Household Financial Behavior During the 2008 Financial Crises.” (with Raija Jarvinen) Behavioral Finance Working Group (BFWG) Conference, London UK, December 16-17, 2013.
- “Perceived Authenticity of Tour Product Experiences in Tourism Industry: A Work in Progress Framework for Finnish Arctic Tours.” (with Diana Ditto) Academy of World Business Marketing and Management Development Conference, Oulu Finland July 12-15, 2010. The Best Paper Award and Keynote Speech.
- “Willingness of Guests to Participate in Hotel Sustainability Programs” (with John Paulsen) International Conference on Global Sustainable Tourism, Mbombela-Nelspruit South Africa, November 15-19, 2010.
- “Brand Experience Management (BEM): Implications for Hospitality and Financial Services.” (with Raija Jarvinen and Anna-Riitta Lehtinen) Academy of World Business Marketing and Management Development Conference, Oulu Finland July 12-15, 2010.
- “International Tourists and Destination Management Framework for Benchmarking Destinations Against Competitors.” Academy of World Business Marketing and Management Development Conference, Oulu Finland July 12-15, 2010.
- “A Comparative Study of the U.S. and Finnish Service Encounters: A Case of Customization or Standardization of Investment Offers.” (with Raija Jarvinen and Anna-Riitta Lehtinen) Academy of World Business Marketing and Management Development Conference, Oulu Finland July 12-15, 2010.
- “Luxury Brand Experience Management: Can Hotels Learn from Luxury Retailers?” (with Carlo Fei and Diana Ditto) EURO CHRIE Annual Conference, Helsinki Finland October, 2009.
- “Measuring Perceived Quality of Higher Education with a HEDQUAL Multiple-Item Scale: Implications for Teacher Quality and Teacher Responsiveness.” (with Sinikka Laitamaki) International Study Association on Teachers and Teaching Conference, Rovaniemi Finland July 2009.

- “Irrational Consumer Behavior in Financial Services: Implications for the Finnish Business and Society.” (with Raija Jarvinen and Uolevi Lehtinen) International Association of Business and Society (IABS) Conference, Tampere Finland June 27-29, 2008.
- “Drivers of Globalization in the Tourism Industry: Global Strategies for Country Destination Brands.” (with Timo Hamalainen) Travel and Tourism Research Association (TTRA) Europe Conference, Helsinki, April 2008.
- “Best Practices of Strategic HR Value Added Management in International Hospitality, Travel and Tourism Industries.” (with Sinikka Laitamaki and Tarja Ruuska) International Human Resource Management Conference, Tallinn Estonia, June 12-15, 2007
- “A Crisis Management Framework: Thai Government Responses to SARS, Southern Thailand Unrest, Tsunami and Bird Flu.” Academy of World Business, Marketing and Management Conference, Paris, July 10-13, 2006.
- “An Inclusive Multicultural Organization: The Case of New York City Hotels.” International Human Resource Management Conference, Cairns Australia, June 14-17, 2005
- “Globalization – A Historical Perspective.” 6th Workshop in International Business at the University of Vaasa Conference, August, 2001.
- “Creative Marketing-Mix Management of Frequent User Programs.” (with S. Nowlis and R. Bellingham), American Marketing Association Services Marketing Congress, 1990.
- “Value Based Pricing Strategies for Services: An Empirical Study of the Hotel Industry.” (with L.M. Renaghan), American Marketing Association Services Marketing Congress, 1987.
- “Applications of Service Quality and Services Marketing in Health Care Organizations.” (with J.R. Lehtinen), American Marketing Association 5th Annual Symposium on Health Services Marketing, 1985.

Refereed Academic Conference Presentations

- “The Impact of U.S. Cuba Policies on Cuban Tourism Industry: Focus on the Obama and Trump Administration (with Antonio Diaz Medina and Lisandra Torres Hechavarría). Global Conference on Services and Retail Management, May 10-13, 2021 Virtually hosted by University of Naples Federico II, Italy & University of South Florida, USA
- “Modelos, Medidas y Mejoras Practicas de Deserrollo Turistica Sostenible: Implicaciones Para el Sector Turistico Cubano.” (with Lisandra Torres Hechavarría University of Havana who did the presentation in Havana). Forum Provincial de Economia ANEC La Habana. 7 de Octubre del 2015 “Año 57 de la Revolucion”
- “Sustainable Tourism Development Frameworks, Measures and Best Implementation Practices: Implications for the Cuban Tourism Industry.” (with Lisandra Torres Hechavarría University of Havana, Siying Liu, Natania Setyady, Mariko Tada, Nuntawan Vatcharasontor and Feizhou Zheng. New York University, School of Professional Studies) Management International Conference 2015 (MIC15), Portoroz, Slovenia, May 28-30, 2015.
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- “Designing Luxury Hotel Experiences as Memorable Events.” (with B. O’Mahony and J. Buhring) Pori Jazz for Professionals Researcher Seminar, Pori Finland, July 12, 2012.
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- “U.S. Market Opportunities for Finnish Travel Experiences: Focus on Arctic-, Christmas-, Music-, Wellbeing-, Wildlife-, and Countryside Holidays.” Finnish Tourist Board, April 2009.
- “Towards an Efficient Service Society: Industrial Policy Report Regarding Improvement of Competitiveness and Employment in the Service Industries.” (with T. Hamalainen, M. Lehti and A. Paasio), Finnish Ministry of Trade and Industry Publication, 4, 1996.

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- "Emotions Play a Role in Investing (Sijoituksissa Ovat Tunteet Pelissa)." (with Raija Jarvinen) (Talouselama Business World Journal, November 2007.
- "Training is a Strategic Choice" (Koulutus on Strateginen Valinta) Osaamisen Jalki, Fall 2005
- "Shaping the Globalization Phenomena: The Global Professional MBA Approach," Fordham Business Review, Volume 1 Number 1, 1999.
- "Northern Voice: Sustainable Development and Finnish Industries," Finland Folio, Fall 1997
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- "Tourism Crisis Management Framework: The Thai Experience." Disasters and Law (with Pongsak Hoontrakul), ICFAI Books, 2008.
- "Strategic Dimensions of Culture: Linkages Between Business Culture, Changing Environment and Branding Perspectives." (with V. Gupta and P. Sharma), Consumer Behavior and Brands, eds. R. Kumar, Pearson Publishing, 2003.

Peer-Reviewed Working Papers

- "Brand Experience Management (BEM): The Flight Plan to a Competitive Brand Positioning in the Blue Sky." Estonian Business School Executive Education Website, January 2008.
- "Strategies and Organizational Characteristics of Global Service Companies: An Integrative Contingency Approach." (with S. A. Parton), Fordham University Graduate School of Business Administration, Working Paper 90-7-2, September 1990.

Refereed Conference Papers: International Hospitality and Service Industries

- "Cross-Cultural Management: The Case of Tokyo Disneyland's Organizational Culture and Japanese Work Values," Academy of International Business, U.S. Northeast Region Annual Conference, June 1-3, 1995.
- "Cross-Cultural Business Education: The Role of International Study Tour Courses," Academy of International Business, U.S. Northeast Region Annual Conference, June 1-3, 1995.
- "Cross-Cultural Management: The Case of Euro Disney's Work Values and Policies," (with S. Ciosek), European Academy of International Business, Lisbon, Portugal, December 12-15, 1993.
- "International Service Designs: Implications for Strategy and Structure," Strategic Management Society, Chicago, September 12-15, 1993.
- "International Service Designs: The Eclectic Paradigm Approach," Frontiers in Services Conference, American Marketing Association and Center for Services Marketing, Nashville, September 24-26, 1992.
- "Transnational Production and Consumption of Services: Implications for Strategies and Organizational Design." (with E. Belding), Academy of International Business, Miami, October 17-20, 1991.
- "Strategies and Organizational Characteristics of Global Service Companies: An Integrative Contingency Approach, (with S. Parton) 10th Annual Strategic Management Society Conference, Stockholm, 1990.
- "Enhancing Socio-Cultural Interaction through Development of Travel Packages," Tourism -A Vital Force for Peace First Global Congress. Vancouver, British Columbia, Canada, October 23-27. 1988.