

# GREGORY M. WILSON

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## CHIEF OPERATING OFFICER – SENIOR VICE PRESIDENT

EBITDA Growth & Brand Strategy in International Hospitality Markets



Multi-Property CAPEX, Strategic Marketing, & Cost-Saving Results

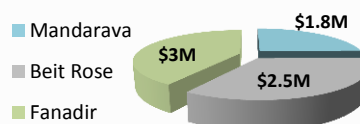
### Steering Impressive Operations Performance With Refreshed Brand Positioning

#### Executive Partner, Collaborator, & Influencer

- **Respected Operations Leader & Relationship-Builder** recognized for **aligning owner and operator interests** to amass profits, stabilize values, strengthen brands, and empower high-performance teams.
- **Up to 200%+ EBITDA Improvement** in midscale-to-luxury hotel markets, leveraging asset management and owner-operator supervisory skills in resorts, marinas, malls, wildlife parks, F&B, and nightclubs.
- **Strong Hotel & Owner Network** of international scale (MENA, APAC, Australia, UK, New Zealand).
- **Impressive Revenue Record**, with ability to **navigate economic, political, and cultural challenges**. Accustomed to conferring with C-suite leaders, GMs, and RVPs, plus regional operators.

#### Oversight of 7 Division Heads & 7 GMs in 8 Countries

##### New EBITDA in US Millions



#### Tripled Profit in 5 Years at COO Level

- 11 New Management Agreements
- US\$5M Synergistic Savings
- 208% Rise in EBITDA

Strategic Planning & Vision - Global Brand Standards - Risk Mitigation - CAPEX & OPEX - Management Agreements  
Portfolio Management - Concept Launch - JVs - Performance Metrics - P&L - Inventory Control - Valuation

### LEADERSHIP PERFORMANCE

#### ROYAL HOTEL INVESTMENTS | 2009–Present | Dubai, UAE

##### VICE PRESIDENT ASSET MANAGEMENT – OPERATIONS PERFORMANCE & ANALYSIS

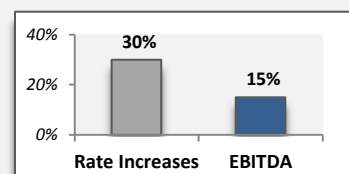
#### Culturally Diverse Operations in 7 Countries ■ Portfolio of Luxury Hotel Brands (Middle East, North Africa, Asia)

Profit & Operating Strategies - Crisis Management - US\$12M CAPEX & US\$300M Revenue Budgets

**Strengthen portfolio property values for high-profile brands** at international hotel and resort real estate investment firm; spearhead revenue and operational improvements, forge management company relations, and meet aggressive performance goals. **Increase brand strength and asset viability** (*key to pending divestitures*) by overhauling operations; foster stakeholder, owner, and operator consensus on changes.

- **#1 Market Position:** Facilitated rise to top spot in Syria and Lebanon, including 40% premium over closest competitor.
- **Crisis Management:** Preserved US\$300M Beit Rose Damascus business facing potential loss from Syrian crisis, with **unprecedented 9% occupancy**.
  - Addressed severe conditions including currency limitations, volatility, and sanctions (mandating removal for 75% of staff).
  - Added revenue by offering working facilities for displaced companies.
- **EBITDA Results:** Realized 12%-30% gains via operations / brand strategies.

#### Bottom-Line Profits & Increased Valuation at Mandarava Resort



*Dual-Brand Strategy Revenue Results, Plus Improved Competitive Position*

## GREGORY M. WILSON, OPERATIONS EXECUTIVE - PAGE TWO

### ROYAL HOTEL INVESTMENTS: VICE PRESIDENT ASSET MANAGEMENT (Continued...)

- **Regional & Operational Challenges:** Stabilized performance **despite impact of cultural, logistical, and political obstacles** (including strikes and budget issues during Arab Spring. Maintained safety and brand standards required for consistent market rank and revenue.
  - Oversaw post-storm structural repairs / claims for marinas and developed conditional building survey reports for remedial work. Lobbied government to allow 3<sup>rd</sup>-party airline flights.
- **CAPEX Strategy & ROI:** Produced millions in new revenue by identifying and analyzing US\$10M total projects (bar, luxury suite, restaurant, energy-saving changes) crucial to valuation.
  - Converted rooftop areas into bar and pool (concept and design); launched US\$3M F&B unit with 1-year payoff.
- **Conflict Management:** Resolved stalemate among contractors and owner to meet 100% of hotel opening dates.
- **Hotel Vendor Contract:** **Captured 400% improvement (US\$10M)**, reclaiming dive operator contract at hotel near Red Sea; created promotions slated for US\$2M-\$3M new revenue.

**“Greg has performed exceedingly well in the face of adverse conditions... overseeing a number of portfolio hotels and focusing on big Middle Eastern assets. He is a great asset for any organization.” – Chairman & CEO**

**“Greg’s insight into brands from an owner’s perspective enables him to gain trust... he understands the importance of brand standards, and what they can deliver — a huge advantage as a senior developer.” – SVP**

### CLOCK TOWER HOSPITALITY FUND | 2007-2009 | Sydney, Australia

#### **DIRECTOR (SVP EQUIVALENT)**

**Double-Digit EBITDA Operating Results** ■ **Operator Relationships & Direction** ■ **National Tourism Legend Award**

Profit Strategy - Budget Realignment - Capital Raising - Property Restructuring - Management Agreements

**Recruited by CEO into custom role based on hospitality leadership acumen** at fund created to buy mid-scale and luxury hotels (Clock Tower Property Group subsidiary) — overseeing US\$330M in assets, raising US\$100M capital, and increasing investor ROI from operations strategies. Recommended cost-effective improvements. Oversaw 8 GMs.

- **EBITDA Growth:** Set and exceeded Property Disclosure Statement projections — achieving **10% first-year returns** by strengthening hotel operator performance.
- **Profit Impact:** Facilitated 137% Year 1 increase with restructuring for large, international hotel chain property (even with same operator), tailoring services to target conference / wedding market.

**“A fantastic addition to the management team, Greg knew what to do and got on with it.” – Head of Funds Management**

### KIRTSEN HOLDINGS | 1989-2007 | Australia, New Zealand, UAE, Qatar, Thailand, & UK

#### **MANAGING DIRECTOR, HOSPITALITY & LEISURE – COO-LEVEL AUTHORITY FOR DIVISION PROFITS** (2001–2007)

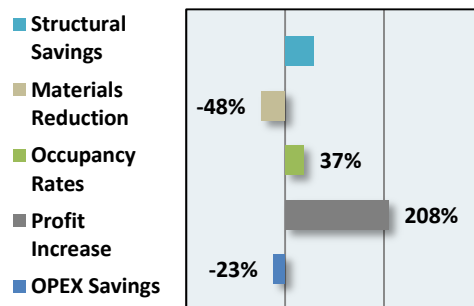
**Bottom-Line Growth Through Cost Control & New Business** ■ **Multi-Operation Efficiency, Cost, & Profits**

US\$400M Revenue & US\$10M CAPEX Budgets - Restructuring - F&B - Brand Development & Marketing

**Secured high-profit management agreements at prominent entertainment, hospitality, and leisure corporation**, defining best-practice operations and service functions critical to cost mitigation and new revenues. Established stringent operational requirements, resolving chaotic activity among 7 businesses. Hired and evaluated 6 Division Heads, 8 Regional Managers, 37 GMs, and 2,800 staff in 8 countries.

## KIRTSSEN HOLDINGS: MANAGING DIRECTOR, HOSPITALITY & LEISURE *(Continued...)*

- **Division Leadership:** Boosted performance by **analyzing fiscal and market viability** for each of 7 businesses; built and strengthened rapport with leadership teams instrumental in driving change and improving revenues.
  - Saved \$5M by leveraging synergies among Finance and Sales & Marketing; divested non-core assets (Holland Cruises, 5-star Red Bloom Catering operation).
  - Cut expenses by centralizing Finance and Procurement.
- **Revenue Generation & Profits: Led division to triple profits (208%+) over 5 years** with increase in room and occupancy rates, online business, and better cost controls.
  - Doubled ski field profits with snow-making automation.
  - Improved guest satisfaction with refinements to products, including beds, linen, and technology services.
  - Instituted loyalty / rewards programs.
- **New Management Agreements:** Signed 11 contracts (USD\$1M-\$2M each) in Australia and Thailand.
- **Industry Leadership:** Served as **Global Hotel Alliance founding member** attending first CEO launch meeting; distinguished with Outstanding Contribution to the Tourism Industry Award from Catering Institute of Australia.
- **Commercial Operations:** Handled employment disputes, strikes, leasing negotiations, and fuel contracts.



## REGIONAL MANAGER – GENERAL MANAGER, THE FLORSHEIM HOTEL, SYDNEY (1996–2001)

**Transition of Former Sheraton to New Luxury Brand** ■ **50% Year 1 GOP Increase, With 200% Rise in Year 2**

Led major renovation, rebranding, and re-launch for 588-room luxury hotel, including transition to new management company and F&B overhaul — **gaining #1 market position** and YoY gains through revitalized marketing and motivated staff. Coordinated takeover and transformation, including \$16M refurbishment and 15% drop in headcount.

## DIRECTOR OF OPERATIONS, ROGER BAINS (1995–1996)

REGIONAL GM, THE WELLINGTON HOTEL (1991–1995) | GM, EASTSIDE LAKE HOTEL (1989–1991)

**Revenue & Profit Turnarounds, Concept Launch, Asset Purchase, & Rebranding** ■ **GM of The Year Award**

Played pivotal role in launch and operation of 250-seat themed Roger Bains restaurant and lounge chain in 3 cities. Revitalized 278-room Wellington Hotel (corporate & leisure operation in Melbourne business-theatre district), with **cost controls and market differentiation producing quick profits**. Worked with management to negotiate opening and repositioning (4 hotels). Assumed GM role for Eastside Lake Hotel, executing rebranding and repositioning.

*Additional Expertise:* GM, BISCAYNE BAY & MERIDIAN, CARIBBEAN HOTEL CORPORATION

## EDUCATION

Diploma in Hotel Catering & Management - TAFE Australia

Executive Program – Accounting & Financial Analysis - London Business School

## PROFESSIONAL AFFILIATIONS

Associate Member, **Catering Institute of Australia**

## **Résumé Strategy**

Greg possessed an unusually diverse skill set in the hospitality industry, with both asset management and executive expertise. As part of his goal to target both position types, we collaborated on this résumé for the operational side of his expertise, emphasizing his background in large, name-brand hotels.

Another unique angle to Greg's value proposition were his industry relationships throughout many countries in the Middle East, allowing him to build best-in-class teams and increase property values – all based on watching the top industry players handle turnarounds.

Charts were used to show the scope of his considerable responsibility at multiple properties, along with his effectiveness in driving down costs and finding new revenue streams (especially difficult in the post-economic crisis years).

We also discussed his positioning into COO roles; also technically at the VP level in his current role, he'd held COO-type authority in both this and past positions, which required specific reference to OPEX strategy, PR and safety challenges, crisis leadership, and influence with property owners. He went on to land a combination operations and asset management executive role at a prestigious hotel and resort conglomerate.