

EDWARD STEPHENS

* GENERAL MANAGER *



Drive Business Performances into Competitive Advantages for Upscale Hotels & Resorts through Vision and Revenue-Generating Operational Leadership

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Over 16 years' experience as a **Top-Performing hospitality General Manager** steering business development, operational efficiencies, and strategic sales and marketing initiatives for hotels and resort properties. Provide leadership for up to 450 employees with multi-unit responsibility for 130-2K-room properties. Execute a "clear vision and voice" to align with high ethical standards and cultures of discipline that value integrity and a transparency in the core business. *Always deliver.*

SELECT PERFORMANCE HIGHLIGHTS & BENCHMARKS

Played key role as GM in leading airport, suburban, city, and historic hotel properties to unprecedented market share, revenue, and profit.

- ✓ Increased revenue \$2.5M+ and EBITDA \$1.9M within two years in a Wyndham (*Pittsburgh*) property declining since acquisition. **Earned six (6) awards for Excellence** following first full year of assignment.
- ✓ Developed a high-performing team that led Wyndham (*Baltimore*) to the **highest market share, revenue, and profit in 40 years of operation.**
- ✓ Empower sales teams and GMs to anticipate trends, create opportunities, and drive quality. **Result: Top Customer Service ratings in every hotel.**
- ✓ **Requested by upper management** to assist as Task Force GM with conversion properties, and GM training and development.

INDIVIDUAL AWARDS

President's Awards for RevPar, 1994-2003

Nomination for "GM of the Year," 2000 & 2003

"Sales Team of the Year," 1995 & 1996

President's Award for Guest Service Scores & Return Intent, 1995 & 1996

"GM of the Year," 1992

"Superior" ratings on year-end performance evaluations

PROFESSIONAL CAREER CHRONOLOGY

WESTIN SAN FRANCISCO MARKET STREET HOTEL (676-room hotel with 23K sq. ft. of meeting space) Task Force General Manager , Repositioning Four-Diamond hotel to a Westin brand.	2008 - Present
GAYLORD RESORTS (2,000-room, Four-Diamond resort and conference center) Director of Rooms , Gaylord National Resort & Conference Center, National Harbor, MD	2007 - 2008
REMINGTON HOTELS (transitioned non-branded assets into flagship properties; repositioned hotels after renovation) Vice President & General Manager , Historic Inns of Annapolis, Annapolis, MD	2006 - 2007
MERRITT HOSPITALITY (400-room, suburban full-service hotel with 28K sq. ft. of meeting space) General Manager , Marriott Hunt Valley, Hunt Valley, MD	2005 - 2006
WYNDHAM INTERNATIONAL HOTELS AND RESORTS, General Manager ...	1994 - 2005
Wyndham Baltimore Inner Harbor, Baltimore, MD (707-room flagship, upscale full-service hotel)	
Wyndham Hotel, Pittsburgh, PA (314-room, upscale full-service airport hotel)	
Wyndham Hotel: Valley Forge, PA (229-room, upscale all-suite, full-service hotel)	
Wyndham Hotel Phoenix Airport, AZ (210-room, upscale, full-service airport hotel)	
Wyndham Garden Hotel: North Phoenix, AZ (166-room, full-service); Wood Dale, IL (162-room full service); and Naperville, IL (130-room, full-service)	

Previous Experience: VISTA HOST, General Manager, Hampton Inn, Greentree, PA (1991 - 1994)

EDUCATION - B.S. in Hotel, Restaurant, and Institutional Management, The Pennsylvania State University

KEY LEADERSHIP INITIATIVES & FOOTPRINTS AS GENERAL MANAGER

— WYNDHAM INTERNATIONAL HOTELS & RESORTS —

Wyndham Baltimore Inner Harbor, Baltimore, MD

707-room flagship, upscale full-service hotel with two food and beverage locations

(Shula's, an upscale steak house; and Schula's 2, an upscale sports bar)

Annual revenue: \$35M EBITDA: \$9M (one of the top within the company) Employees: 400 (union property)

Management Challenge To increase market share and revenue during a challenging labor market and despite the need for a major renovation (*Pittsburgh Airport and Wyndham Baltimore hotels*).

Positioning Tactics & Results

- **Built a solid results-oriented team** that produced a "92" on the quality audit and the highest Schula's quality audit since the hotel's inception.
- Increased market share 16% by improving rate and occupancy in a declining market; **achieved the highest market share, revenue, and profit in the hotel's 40 years of operation.**

Wyndham Hotel, Pittsburgh, PA

314-room, upscale full-service airport hotel

Annual revenue: \$16M EBITDA: \$4M Employees: 130

Management Challenge To turn around financial results for a property with declining numbers since acquisition and during a post-9/11 economy with travel into the airport down 25%.

Impact & Recognition

- **Earned six (6) awards at annual conference:** Excellence in Results Leadership, Top Performer in Quality of Service, Excellence in F&B, Excellence in Revenue Management, Leadership in Market Share, and Excellence in Rooms.
- **Improved market share 39%; increased occupancy from 54% to 77% within two years.**
- **Increased revenue \$2.5M and EBITDA \$1.9M over a two-year period.**
- **Achieved #1 regional ranking in Guest Feedback Scores** in "service and quality"; earned #3 ranking overall among 100 hotels.
- Scored in Top 10 on LRA external quality audits.
- Received "Superior" rating on year-end performance evaluation.
- Selected by upper management as succession team member for the Wyndham Bermuda Resort conversion; served as Task Force GM traveling to multiple cities.

Additional Benchmarks & Recognition as GM

- ✓ *Wyndham-Phoenix Airport*—**Achieved best financial performance in 10 years of operation** with 48% GOP, 37% F&B profit margin, and a "Top 5 in Guest Service" rating.
- ✓ *Wyndham-Valley Forge, PA*—Led hotel to market leader with highest ADR, RevPar, and GOP percentage in the northeast region (*130% market share*). **Awarded President's Award for Rate and RevPar leader.**
- ✓ *Wyndham Garden*—Developed high-performing teams that delivered unprecedented RevPar indices (*Wood Dale, IL-117%; Naperville, IL-118%*). **Awarded "Sales Team of the Year" with first-time Directors of Sales in both hotels.**

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Evaluation of Executive Strategy

Edward told me that his goal was to return to a position of “General Manager” (having served in a VP capacity that he didn’t enjoy) because it was his passion. He was looking for the next “Wyndham GM” position – one he stayed in 16+ years and was successful at *every* property! Made sense to me, after sleeping on our conversation, to develop a Page 2 that spoke to his GM successes.

His words to me were, “I can run *any* type of hotel in *any* market.” He also kept mentioning the fact that he had made a “footprint” in many hotels. Therefore, I thought the word “footprint” should be integrated into the résumé and, in fact, used as the main heading to Page 2.

Edward is currently in a job search while serving as a Task Force GM in San Francisco.