



Award-Winning Luxury Hotel Management

Financial Planning ✦ Stakeholder Relationships ✦ Operations Excellence ✦ Customer-Focused Cultures ✦ Pre-Openings & Re-Brandings ✦ Sales & Marketing ✦ Customer Satisfaction

Branded the Turnaround Manager. High-impact 20-year career making a strong mark within the Marriott family by answering the call to head multimillion-dollar projects from grand openings through renovations and to operations rescue as a champion of top-rated performance and quality service. Driver of revenue and profit (**\$16M↑**)...builder of stellar teams (**350+**) that always become customer ambassadors and breathe of new life into the Marriott brand.

- Headed pre-opening for the **1st** Courtyard brand in Thailand within a **\$1.7M** budget. Within 24 months, positioned it from startup to **#1** rank in guest satisfaction out of 17 locations in Asia Pacific.
- Led the opening of Marriot's first luxury brand in Dongdaemun Square Seoul location with an **\$80M** construction budget. Introduced best practices in operations; and built teams of top-quality service advocates, ranking 4th out of **397** hotels within only 7 months.

FAST-TRACK CAREER WITH MARRIOTT INTERNATIONAL

JW Marriott Dongdaemun Square Seoul: Luxury Brand - 170 Rooms	Hong Kong SkyCity Marriott Hotel: Signature Brand - 658 Rooms	Courtyard by Marriott Bangkok: Select Service - 316 Rooms
Renaissance Koh Samui Resort & Spa: Life Style Brand - 78 Rooms & Villas	JW Marriott Bangkok: Luxury Brand - 441 Rooms	Marriott Executive Apartments Yeouido Park Centre Seoul: Luxury Apartments - 111 Units

EXECUTIVE CAREER EXPERIENCE & BENCHMARK

JW Marriott Dongdaemun Square Seoul

02/2013 to 10/2014

Pre-Opening General Manager

Luxury Brand, 170 Rooms, 18 Executive View Rooms, 14 Suites and 1 Presidential Suite, 2 Restaurants, 1 Lounge, 1 Bar & 1 Deli, Spa & Health Club, and 920 square meters of Ballroom & Meeting Space with Media Wall.

Chosen to head this high-profile opening based on consistent record delivering on business expansion strategy and leading complex constructions of up to \$80M value. Surpassed expectations and set market precedence as Marriott's pioneering luxury product on the North Side of the Han River. Established a winning-culture worthy of local, regional, and global awards:

Hankook Ilbo Winner of Eco-friendly Hotel; Green Energy Awards 2014; Korea Herald Readers' Best Brand Awards 2014; Smart Travel Asia Top 25 Business Hotel 2014; Now Travel Asia Awards – Asia's Top 5 Emerging Hotels 2014; LEED Gold Certificate; U.S. Green Council. Pending nominations with World Luxury Hotel and Travel + Leisure Magazine.

- Garnered regional excitement for the Marriott luxury brand, ignited a surge of opening deals for Marriott due to world-class operations, strong sales, and marketing.
- Peaked at No. 2 ranking by TripAdvisor in less than 12 months, owing to great reviews regarding customer service and communications with English-speaking customers.
- Built high-performing customer-focused teams, unifying the distinct perspectives of multifunctional teams to achieve positive change. Developed an innovative talent recruitment and training program that attracted new graduates and a younger talent pool open to learning a new language.
- Secured Marriott's brand presence by growing market fair share within 6 months of opening at 101.9 through deep competitive market assessment, forecasting, cost control and market execution strategy.
- Quickly positioned hotel at the break-even point within 8 months (surpassing industry ramp-up average) by maximizing monthly sales of **\$1.6M**, controlling cost, and launching the type of service that maintained rooms at capacity.

Evidence of Excellence in Service Delivery

"Stayed two nights while meeting clients. Hotel is English friendly with great restaurant options. Rooms are modern and comfortable. 9th floor room had beautiful sky view windows with power shades."



[Read more at Tripadvisor.com](#)

Hong Kong SkyCity Marriott Hotel

07/2009 to 01/2013

General Manager

Signature Brand, Airport & Convention Hotel, 658 Rooms, 2 Restaurants, 1 Lounge, 1 Bar & 1 Deli, Spa & Health Club, 1,028 square meters of Ballroom & Meeting Space, and No. 2 in Market Share.

Solicited to lead a challenging rebranding project and reverse a downward slide of **\$20M** in revenue. Overcame challenges through tough decision making, cutting back workforce by **40%** while raising the bar on service delivery. Developed business strategies to solve **45%** high staff turnover rate by boosting team morale and creating enduring loyalty to the Marriott brand.

- Analyzed hotel's position in the market and developed improvement plans in the areas of Operations, Guest and Associate Satisfaction, Human Resources, Sales & Marketing, Revenue, and ROI:
 - Raised Associate Engagement Index 13 points in 2011, despite the lowest associate ratio in Asia Pacific at 0.45.
 - Developed key strategies to direct profitable and productive operations, building alliance and working as a partner with stakeholders. Reached financial goals consistently, far exceeding expectations.

	Hotel Revenue	Guest Satisfaction	Operating Profit	Occupancy	Associate Engagement
2012	\$44.9M (+19.1%)	81.5%	\$16.2M (+28%)	80.5% (-1.5%)	93% (+6%)
2011	\$37.6M (+31.5%)	81.1%	\$12.7M (+79.2%)	82.3% (+6.4%)	87% (+13%)

- Shaped a small cohesive team into top company performers, bringing hotel out of “the red” to RevPar index at 1.04 (Oct. & Dec. 2011, reaching 1.11; highest since the hotel's opening in 2008) and growing at 77.6% YOY.

Courtyard by Marriott Bangkok

03/2007 to 07/2009

Pre-Opening General Manager

Select Service Brand, 316 Rooms, 1 Restaurant & 1 Bar, Spa & Health Club, and 5 Meeting Rooms of 390 square meters.

Handpicked to develop tactical plans and lead successful pre-opening. Entrusted to work with the same owner of JW Marriott Bangkok & Renaissance Koh Samui Resort & Spa - The Erawan Group.

- Followed by previous team in JW Bangkok to this location in support of opening **Thailand's First Courtyard brand** and emanate the Marriott philosophy and culture within the hotel, converting guests into returning fans.
 - Successfully opened and booked to **80%** occupancy within the first 3 months.
- Created first MoMo Café brand in Asia Pacific; set to launch in all upcoming Courtyards & Marriott Executive Apartments in Thailand & Asia — **Earned best new restaurant by Thailand Tatler Magazine.**
- Achieved outstanding milestones: AOS **97%**, GSS at **86%**, positioning hotel within the **1st year** of operations at **8.3%** over budget at **70%** occupancy.

Renaissance Koh Samui & Spa

10/2006 to 02/2007

Task Force General Manager

Life Style Brand, 78 Rooms & Villas, 3 Restaurants & 1 Bar, and 1 Meeting Room of 120 square meters.

Re-engaged to hoist the hotel's brand and bring up to par as a life style resort hotel and the 1st flagship Renaissance brand in Thailand. Developed improvement practices to enhance company image, propel business growth, earn repeat customers, and enhance staff performance. Demonstrated expertise in hotel operations, relationship building, team leadership, and elite customer service.

- Elevated and aligned standards with the excellence the Marriott brand is recognized for, performed due diligence, enforced safety procedures, and instilled product excellence. Delivered immediate ROI within a few months.

JW Marriott Bangkok

07/2005 to 04/2007

Resident Manager

Luxury Brand, 441 Rooms, 6 Restaurants, 1 Lounge & 1 Bar, Spa & Health Club, and Banquet Space for 550 people.

Rewarded for steering a progressive and accomplished career with an assignment to groom as a general manager at the **3rd** hotel in Asia Pacific (opened in 1997) under the wing of an acclaimed leader in the hotel industry.

- Quickly excelled in the management of staff, growing from **30** to **350** staff members.
- Delivered annual room revenues of **\$33.2 M**; garnered Guest Satisfaction scores at a near-perfect **97%** (2nd place international score and **1st** place in Asia Pacific).

Pre-Opening General Manager: Marriott Executive Apartments Yeouido Park Centre Seoul (02/2005 to 07/2005) *Luxury Service Apartments, 111 Units, 1 Restaurant & 1 Bar, SOO Spa & Fitness Centre facilities with space capacity of 6,600 square meters. Due to project delay transferred to Bangkok.*

Promoted to take lead as the opening GM and the Director of Marketing concurrently at Renaissance Seoul Hotel, overseeing all services, including a high-end Spa.

- Credited with building a top-performing Spa sales team and mobilizing them toward a goal of **2,200** memberships with a forecasted revenue goal of **\$50M**.

Director of Marketing at Renaissance Seoul Hotel (07/2003 to 07/2005)
Life Style Brand, 493 Rooms, 8 Restaurants, 1 Lounge, 1 Bar & 1 Deli, and Banquet Space for 690 people, plus additional 11 Function Rooms.

Persuaded to take on a challenging marketing assignment and **rebrand a 20-year old hotel**. Overcame language barrier and cultural differences, unifying teams.

- Led two renovation projects – Lobby, 3 Outlets and launched the new Renaissance marketing brand voice guidelines & hotel positioning.
- Won a 10-year contract, growing management fees by **\$48M**. Developed a strong bond with the owner, delivering on profitability promises.

Prior Career at Marriott

Director of Marketing at Singapore Marriott Hotel (09/2001 to 07/2003)

Pre-Opening Director of Sales at Renaissance Riverside Hotel Saigon (08/1999 to 09/2001)

Assistant Director of Sales at JW Marriott Hong Kong (01/1999 to 08/1999)

Sales Executive, Account Manager to Sales Manager at JW Marriott Hong Kong (1995 to 1998)

EDUCATION

Les Roches International School of Hotel Management; (SHA – Swiss Hotel Association); Crans-Montana – Switzerland (1988-1990)

Diavox S.A. - Lausanne – Switzerland (French Language School) (1987)

Bloxham School - Banbury – England (1982-1987)

Oakley Hall School - Cirencester – England (1979-1982)

AWARDS

—2013—

Winner | Korea Ecological Architecture and Environment Awards 2013

Second Prize | BIM Green Awards 2013

—2012—

Winner Certificate of Excellence 2012 by TripAdvisor

Business Destinations – Best Business Hotel in China

The 8th China Hotel Starlight Awards: “Best Airport Hotel in China”

Sales Leadership Excellence Award Asia Pacific
Stephen G. Marriott Culture Award - Global

—2011—

The 7th China Hotel Starlight Awards: “Best Airport Hotel in China”

Continent General Manager of the Year
Financial Excellence Award

Asia Pacific General Manager Sales Champion Award; Full Service Hotels
Asia Pacific Most Improved Rooms Margin Award
Asia Pacific One Team Driving Results Award

—2010—

Highest Market Share RevPar Index Improvement in Asia Pacific for 1st Quarter

—2008—

Opening New Hotel of the Year

LANGUAGES

English & Cantonese

INTERESTS

International Travel, Organizational Development, Reading Biography & Business Management Books, Professional Networking, Speed (go-karting).

ACTIVITIES

Chamber of Commerce - American, European
Seoul Tourism Organization – MICE Alliance
Hanyang University - Lecturer
The Hong Kong Polytechnic University
Mentorship Program

Chaine Des Rotisseurs Hong Kong (Au titre de Maitre Hotelier du Bailliage de Hong Kong)

HSMIA (Hospitality Sales & Marketing Association International)

MIH (Member of the Institute of Hospitality)

PATA (Pacific Asia Travel Associations)

SITE (Society of Incentive & Travel Executives)

Strategy

Marked as an employee who is a rising star within this corporation, client needed a resume that told his Marriott story for use within his current employer. We focused on all the major projects and in positioning him as the 'go-to' manager for complex assignments.

By listing the locations on page 1 within a box, we brought attention to the prime locations, which would be recognized within the company and offer insight to company executives as to the pivotal leadership this manager offers.

The Trip Advisor reference serves as a testimonial and links to the online listing.

Resume was well received and earned him a very lucrative project within Marriott.