

# JACKSON MACAULAY

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## Hotel General Manager

Respected hospitality professional with 20+ years of national and international senior experience in luxury-hotel market including 12 years with high-profile Obsidian Group of hotels.

- ✦ Strategic Thinker ✦ Strong Operations Experience ✦ Rooms Division Expert
- ✦ Advanced Financial and Business Acumen ✦ Dynamic Leadership ✦ Continuous Improvement Mindset

*"I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel."*  
—Maya Angelou

A strategic thinker, innovative problem solver and passionate brand champion accomplished in driving standards of excellence in areas not meeting highest operational or service expectations.

Strong financial skills and solid operations expertise are underpinned with culinary and broad-ranging functional experience that builds trust and lends authenticity to any leadership role.

With a proven record in coaching, energising and motivating teams, known for creating positive workplace cultures, lifting team productivity and building collaborative relationships with stakeholders, business partners and vendors at all levels.

Multi-Award Winning 5-Star Hotels

Luxury Boutique Establishments

Large-Scale International Resorts

High-Profile International Chains

Hotel Clusters, Multi-site Operations

### CAREER HIGHLIGHTS

- ◆ Drove profitability to meet tough financial targets, growing GOP by 11% on previous year. Despite challenging conditions below GOP line, grew EBITDA by 2.6%, boosting bottom-line returns to key stakeholders.
- ◆ Reversed decline in team performance, rebuilding an engaged, highly cohesive group, restoring respect and teamwork, and preserving acclaimed reputation for excellence in service delivery.
- ◆ Neutralised impact of changed market conditions and an influx of industry competitors, strengthening market share and achieving a revenue generation index (RGI) of 110 measured against major 5-star, hotel peers.

### SIGNATURE STRENGTHS

Strategic Planning and Direction  
Financial Management, P&L  
Revenue Generation  
Profitability and Cost Control  
Budget Management  
Yield Management

Rooms Division Expertise  
Hotel Operations and Efficiency  
Key Stakeholder Relationships  
Food and Beverage (F&B) Operations  
Guest Service Management  
IT Systems and Technologies

Team Leadership  
Staff Training and Development  
Performance Management and KPI's  
Property Management  
Reporting and Analytics  
Continuous Improvement

### CAREER OVERVIEW

<b>CONRAN HOTELS AND RESORTS GROUP</b> , Brisbane, Cluster of 3 Hotels–Managed Agreement <b>General Manager   294 Rooms</b>	8/2018–Current
<b>CONRAN HOTEL</b> , Sydney, 4.5-star Deluxe Hotel <b>General Manager, Hotel Manager   304 Rooms</b>	1/2017–8/2018
<b>AZURE HOTEL</b> , Sydney, Multi-Award-Winning Luxury Boutique Hotel <b>Executive Assistant Manager   102 Rooms</b>	4/2013–1/2017
<b>SANCTUM RESORT</b> , Noosa Heads, Luxury Five-Star Hotel–Astor Hotels Group <b>Director of Rooms   433 Rooms</b>	3/2011–4/2013
<b>MIRAGE HOTEL</b> , Gold Coast, 5-Star Luxury Resort <b>Executive Assistant Manager, Director of Rooms   243 Rooms</b>	11/2010–3/2011
<b>GRAND OBSIDIAN RESORT</b> , Penang, Malaysia, 5-Star Luxury Lifestyle Resort <b>Executive Assistant Manager, Director of Rooms   648 rooms</b>	10/2007–10/2010

## PROFESSIONAL RECORD

### CONRAN HOTELS AND RESORTS GROUP—(Brisbane, Australia)

8/2018–Current

#### General Manager

*Multi-site cluster of 3 hotels | Rooms 294 | \$11.5M Revenue | 33% GOP | 21% EBITDA | 8 Direct Reports | Staff 56*

Handpicked for management role overseeing three hotels operated under a managed agreement. Initial challenge necessitated abrupt refocus on stabilising revenues, maintaining profitability and increasing customer service standards across all properties following extended period of minimal capital investment and property maintenance. Led feasibility analysis and business plan development for major refurbishment project.

**Redrew revenue management strategy** and processes employed to predict demand and leverage rates. Developed individual strategies for each property based on market position and potential to capture corporate business.

**Refocussed Reservations Manager's role** to include revenue generation and redirected team focus on forward planning, utilising event calendar and online statistical tools to identify and capitalise on local events to drive rates.

**Arrested ongoing Food and Beverage Department budget blowouts**, providing overwhelmed F&B Manager with coaching and support through skills development, implementation of new process for managing payroll costs and replacement of casual supervisory staff with full-time supervisor's role.

- ◆ Drove RGI from a low of 72 achieving a quarterly average of 102 in property 1 and on track to reach 109 in February 2019.
- ◆ Produced a year-on-year rise in revenue of 17% for property 2, in 3 months.
- ◆ Restored property 3's historic RGI, receiving a rating average of 93 and on track to produce a rating of 102 in February 2019 (highest rating since 2013).
- ◆ Within 5 months delivered a 6% budget increase over previous year's results for property 3 in F&B contribution.

### CONRAN HOTEL — (Sydney, Australia)

1/2017–8/2018

**General Manager**, 11/2017–8/2018

**Hotel Manager**, 1/2017–11/2017

*A 4.5-star deluxe property dubbed a "smart hotel" with slick tech approach that redefined guest experience. | Rooms 304 | 2 Bars | 120 Seat Restaurant | Meeting Rooms | Revenue \$19.8M | 35% GOP | 8 Executive Direct Reports | Staff 75.*

Engaged initially as Hotel Manager to coordinate day-to-day hotel operations. Rapid promotion to General Manager added strategic, financial and revenue accountabilities with additional requirement to meet tough financial targets and improve bottom line returns to key stakeholders.

**Played pivotal role in hotel-wide profitability drive** that included identification of new revenue opportunities and an overarching focus on costs, operational efficiencies and workforce reorganisation.

- ◆ Produced 11% growth in GOP on previous year.
- ◆ Increased EBITDA by 2.6%.

### AZURE HOTEL — (Sydney, Australia)

4/2013–1/2017

**Executive Assistant Manager**

*Multi-award-winning luxury boutique hotel, with impeccable service standards, an enviable track record of national and international acclaim. | Rooms 102 | Revenue \$7M | Expenses of \$3.5M | Operational Management Team of 6 | Staff 50.*

Appointed to develop existing operations team and direct operational management of Rooms Division during a time when deterioration in team dynamics threatened to erode hotel's renowned standards of service and revenue performance was being challenged by changing market conditions and expanding industry competition.

- ◆ **Rebuilt Rooms Division team** restoring a culture of respect, teamwork and collaboration. With mentoring, guidance and targeted skills development, empowered managers, re-established a culture of collaborative problem-solving and created a motivated, highly cohesive team delivering service standard excellence.
- ◆ **Instrumental in curtailing decline in revenue performance** and maintaining an RGI of 110 retaining top-billing in market share against major 5-star hotel competitors. Implemented tracking process for RevPAR (revenue per available room), improved process for managing strategic yield, established a revenue committee and refocussed Reservations Manager role on revenue performance.
- ◆ **Collaborated with senior management team to drive consumer ratings** on Trip Advisor, Expedia and Booking.com achieving online reputation rating of 93/100 and a top-tier ranking within 5-star hotel band on all three platforms.

#### COVETED INDUSTRY AWARDS

—Conran Hotel—

**Gold Winner, Deluxe Accommodation** (2017)  
Queensland Tourism Awards

**Winner, Tech Hotel**, (2017)  
HM Awards for Hotel Excellence

**Winner, Outstanding Community Service**, (2017)  
Queensland Hotel Association Awards

—Azure Hotel—

**Winner, Best Boutique Hotel Australia**, (2015)  
HM Awards for Hotel Excellence

**Hall of Fame**, (2014)  
Queensland Tourism Awards

**Winner, Best Luxury Accommodation**, (2014)  
Queensland Tourism Awards

## PROFESSIONAL RECORD CONTINUED

### SANCTUM RESORT — (Noosa Heads, Queensland)

3/2011–4/2013

#### Director of Rooms

Part of Astor Hotels Group, leading multi-award winning, luxury five-star hotel, renowned for refined, personalised service & signature French touch. | Rooms 433 | Revenue \$30.9M | Budget \$10.2M | Direct Reports 5 | Room Division Staff 91.

Headhunted when Sanctum was differentiating itself from Astor's leading brands, joining executive team to oversee strategic and operational management of Rooms Division. Dotted-line oversight of hotel operations, added accountability for development and implementation of new company brand standards and values.

- ♦ **Generated an additional \$15K-\$20K per month in upselling revenue** (after cost of sales), by developing new in-house programme consisting of staff incentive payments, staff training, value-adds and a tracking system, reversing dwindling revenue that resulted from discontinuation of previously out-sourced programme.
- ♦ **Tightened revenue control**, increased staff efficiency and improved guest experience with revamp of existing carpark facility and update of antiquated access control system, creating state-of-the-art carpark with point-of-sale payment and full control over complimentary parking.

### MIRAGE HOTEL — (Gold Coast, Queensland)

11/2010–3/2011

#### Assistant Director of Rooms

5-Star luxury resort located on the Gold Coast | Set on 4.2 hectares of lush landscaping | Rooms 243.

Short-term arrangement following repatriation back to Australia.

### GRAND OBSIDIAN RESORT — (Penang, Malaysia)

10/2007–10/2010

Executive Assistant Manager, 11/2009–10/2010

Director of Rooms, 10/2007–11/2009

Malaysia's largest resort. Boasting 5-star facilities considered the crown jewel of resorts. | Rooms 648 | 5 Restaurants | 2 Ballrooms | 4 Pools | Retail Shopping Mall | Direct Reports 3, Staff 437 | Resort Staff >1000 | Rooms Division Revenue AUD\$23.5 | Expense Budget AUD\$3.8M.

Transferred from Obsidian Regency Auckland to Head of Rooms Division. With promotion to Executive Assistant Manager role, oversaw business operations for entire resort including all facilities and on-site retail properties and tenants.

- ♦ **Played integral part in building critical cultural and village stakeholder relationships** in an environment where diplomatic handling of cultural and social responsibilities was paramount. Managed inherent distrust of foreign staff, by building trust and respect of local employees, communicating in fluent Malaysian and adopting a hands-on approach.
- ♦ **Dealt with high-security risk** attributed to foreign-owned hotel notable for its American brand, frequented by Malaysia's head of state and high-profile international dignitaries, and located in an area known for extremist terror-cell activity. Developed and implemented full-scale security action plan in collaboration with specialist counter-terrorism consultants.
- ♦ **Improved guest communications** and responsiveness to guest service requests by restructuring front office and creating a new guest services department, overcoming entrenched ideas caused by long tenure of existing employees.

## EARLY CAREER

**OBSIDIAN REGENCY**—Auckland, **OBSIDIAN PARK**—Sydney, **THE MAJESTIC HERITAGE**—Sydney  
**BROWN'S HOTEL**—London, **GRAND OBSIDIAN MELBOURNE**—Melbourne

## TECHNOLOGY

**Microsoft Office Suite**—Advanced Level Excel | **Property Management Systems**—Opera, GuestCentrix  
**Revenue Management Tools** | **Central Reservations Systems (CRS)** | **Hotel Audio Visual Systems**

## MEMBERSHIPS

**Member of Graduates in Industry International Advisory Committee (GIAC)**  
The International College of Hotel Management's (ICHM's)

## EDUCATION

**Advanced Diploma of International Hotel Management**  
**Diplôme Culinaire D'hôtelier Le Cordon Bleu (Hotel Culinary Diploma Le Cordon Bleu)**  
International College of Hotel Management (ICHM), Swiss Hotel Association (SHA), Brisbane  
**Intensive Malaysian**, Realto Language School, Malaysia  
**Certificate of Tourism, Catering, and Hospitality**—Professional Cookery, College of Tourism and Hospitality, Melbourne  
**Certificate Financial Management**—**Senior Executive Development Program**, Cornell University, Sydney

## LANGUAGES

**Malaysian—Intermediate Fluency**, Tested to Level 7 (Eurocentre Equivalent)

## JACKSON MACAULAY

Jackson's goal was to strengthen his skills as a General Manager in a growing company that would support his career growth. He had been temporarily living away from his family following a company restructure and subsequent transfer to Brisbane. This move was a sideways move for him if not a step-down but necessary as the alternative was retrenchment. He was looking for a role back in his home state of Sydney but held concerns that this would narrow the field of opportunity in an already small number of 5-star luxury hotels. He was also concerned that because he had only been in Brisbane for a short time, he did not want to seem transient having been in his current role for only a few months.

I made the current role look more like he was chosen specifically for his considerable skills and experience to "rescue" and turnaround not one, but three hotels (cluster management) that were in trouble. I avoided the fact that these three hotels were small and unimpressive compared to those he usually managed by excluding their names, so they were not easily referenced and positioned the role firmly under the umbrella of the larger well-known parent group.

As he was quite a humble person despite being very successful in his field, he didn't want to overplay his achievements. Being in an industry that was quite insular and where everyone knew or knew of everyone else, he didn't want to appear arrogant or seen to be boasting. So, I kept to the facts and did not over-embellish. He was known as a great people-person and a passionate team leader who was skilled in developing and motivating people for maximum performance, and I placed emphasis on this in addition to his broad commercial, financial and operations experience in the luxury hotel industry.

This was a recently completed resume, and the last time I spoke with Jackson his current company, who were worried that he was a "flight risk", were in the process of offering him a better incentive package and paid relocation of his family to keep him in Brisbane.