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Professional Profile

An engaged **Global Leader** with a proven track record of success across multiple disciplines, segments and roles within the hospitality field. Strong core executive competencies built by a collaborative style and energy in the below noted key areas:

- Hotel Operations
 - Project Management
 - Competitive Market Analysis
 - Financial Planning & Analysis
 - Ownership / Stakeholder Relations
 - New Builds & Transitions
 - * Corporate Serviced Apartments
 - * Multiple Property Oversight
 - * Building Successful Teams
 - * Marketing & Communications
 - * Multi-Functional Leadership
 - * Process Improvement Management
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Professional Experience

Leeds Hospitality Group, LLC (September 2020 – Present)

Founder & Principal

Ridgefield, CT

- Hospitality consulting firm concentrating in Hotel Consulting, Asset Management, New Builds & Transitions Project Management as well as Hotel & Regional Task Force assignments – both short and long term.

Bridgestreet Global Hospitality (February 2018 – August 2020)

Chief Operating Officer

Reston, VA

- Responsible for the strategic oversight, implementation and execution of Bridgestreet's Global operations, with office locations in Reston, VA, Mountain View, CA, Singapore and London.
- Develops, maintains and administers annual budget for the entire company and proactively monitors financial reports, including P&Ls of each market / property to ensure budgetary compliance with company goals.
- Develops, refines and implements standard operating procedures, QA and audit functionality with Brand Assurance protocols to ensure Bridgestreet's markets are delivering on service excellence goals and GSS.
- Acts as a key partner with the sales leadership to ensure strategies are aligned to maximize occupancy, average rate, revenue and margin.

Evolution Hospitality (January 2017 – February 2018)

Vice President, Operations

San Clemente, CA

- Direct oversight of a portfolio of 10 operating hotels including, Marriott, Hilton, Hyatt and heritage Starwood.
- Responsible for the oversight of 4 new build hotels opening in 2017 & 2018.
- Oversight of a Regional Director of Operations with a portfolio of 7 hotels including independents as well as select serve products.

Starwood Hotels & Resorts Worldwide, Inc. (1997 – 2017)

Regional Vice President, Full Service Franchise Operations

Stamford, CT

March 2015 – December 2016

- Implemented an Operations Playbook that prioritized area teams' deployment of resources, shifting from a reactive approach to one that drove optimal results in high impact hotels.
- Developed strategic road map for three area cross functional teams to leverage direct sales, field marketing and revenue management resources to drive topline results.
- Improved Market Share for the region by 0.6%
- Designed and implemented Area Based Operations Excellence Program that targeted GEI related challenges.
- Improved Guest Experience Index (GEI) across the portfolio of 146 hotels.
- Redesigned and established the Management Company Portfolio Review process & meetings.

Area Managing Director

Dallas, TX

July 2011 – March 2015

- Responsible for the oversight of 17 managed hotels ranging in size from 155 – 1,800 rooms and representing the majority of Starwood's core brands – St. Regis, W, Westin, Sheraton and Four Points.
- The Region covered the states of Texas, Missouri & Kansas.
- Combined annual revenues of \$525 million, producing a 37.4% GOP with management fees totaling \$20 million.
- Played an integral role in winning of the Sheraton Kansas City contract – conversion from Hyatt.

Vice President, New Builds & Transitions

White Plains, NY

March 2006 – June 2011

- Designed, developed and implemented an industry leading team and process for opening, converting, transitioning and exiting properties.
- Led the operating team that opened 67 hotels and transitioned over 100 hotels into or out of the system.

- Created a budgeting process and template for our lead disciplines: Pre-Opening Operations, IT and OS&E.
- Collaborated with multiple disciplines to create and implement a system wide approach to New Builds & Transitions including Development, Feasibility, Design, A&C, Operations & Ownership.

Director, New Builds & Transitions

White Plains, NY

April 2001 – March 2006

- Oversaw all aspects of the day to day operations.

General Manager Roles

Sheraton Indianapolis Hotel & Suites – January 1999 to April 2001 – 560 Rooms - \$21.6 million.

Sheraton Suites Tampa Airport – April 1997 to January 1999 – 260 Rooms - \$9.2 million

Interstate Hotels & Resorts Corporation (March 1993 – April 1997)

General Manager Roles

Cliffs at Shell Beach, San Luis Obispo, CA – October 1995 to April 1997 – 165 Rooms

The Colonial Inn, La Jolla, CA – October 1994 to October 1995 – 75 Rooms

The Bel Age, West Hollywood, CA – Resident Manager – March 1993 to October 1994 – 188 Rooms

Four Seasons Hotels & Resorts (August 1989 – March 1993)

Four Seasons Inn on the Park, Toronto

Four Seasons at Beverly Hills, Los Angeles, CA

ITT Sheraton Hotels & Resorts (September 1983 – August 1989)

Le Centre Sheraton Montreal

Sheraton Halifax Hotel

Sheraton Stamford Hotel

Education

LaSalle College, Montreal, Canada

A.A. Degree in Hotel & Restaurant Administration