

JOHN H. SMITH

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GENERAL MANAGER - HOSPITALITY

Maximizing resources and improving bottom line through expert leadership in quality service, staff development, cost control, and visionary P&L management.

Senior operations and general management executive leveraging more than 20 years of top-level Profit and Loss responsibility for multi-service hotels and resorts nationwide. Repeatedly hired and commended by owners for improving bottom-line margins while increasing quality and service in organizations ranging from 80 to 650 employees, and \$5M-\$55M budgets. Building strong teams and efficient systems to positively impact start-up businesses, growth, and downsizing objectives.

Providing effective solutions that produce immediate impact and contribute to long-term success.

CORE SKILLS AND KNOWLEDGE

OPERATIONS MANAGEMENT

Resort Management
Multi-site Operations
Hospitality Management
Food & Beverage Operations

STAFF DEVELOPMENT

Recruiting/Hiring
Talent Optimization
Training & Coaching
Motivation/Empowerment

CUSTOMER SERVICE

Guest Satisfaction
Increased Occupancy
Customer Retention
Quality Assurance

P&L MANAGEMENT

Budget Management
Cost Controls (Labor, F&B)
Asset Management
Strategic Planning

GENERAL MANAGEMENT EXPERIENCE

GENERAL MANAGER

Holiday Inn Resort, Jacksonville, FL (2006-2011)

Delivered leadership for and oversight of a historic resort with 103 guest rooms, multiple restaurants and banquet rooms, extensive outdoor facilities including an 18-hole golf course and a city-funded performance arena, and an 8-field soccer facility. Challenged from day one to reduce ongoing operating losses. Assessed each line-item within the budget and immediately began to improve margins through streamlining staff, food costs, and other unnecessary operating expenditures. Recruited and hired a strong management team to assume departmental responsibility, and drove accountability for quality and service delivery from the top down. Sustained continual involvement through weekly management meetings and frequent department visits to provide ongoing support and satisfy company objectives.

- **Slashed losses in half within the first year**, from a \$2M annual deficit to \$1M.
- **Expanded cost-control initiatives** in the second year, further reducing deficit from \$1M to \$500k.
- **Reduced operating expenses 75%** while improving quality of services, staff morale, and customer satisfaction.
- **Generated new revenue sources** including the addition of a private club within the facility and maximized the 400-acre outside property by increasing the number of special events such as banquets, air shows, and the flying circus.
- **Empowered every employee** to promptly resolve issues and satisfy guests through the development of an employee operations manual to be signed by all employees, defining company vision, policies, procedures, and priorities.

GENERAL MANAGER

Happy Land Club, Jacksonville, FL (1998-2005)

Hired to reduce operating expenses and provided leadership over a world-class island-based private club and resort. Oversaw a staff ranging from 325-650 employees in the operations of a 72-suite hotel, as well as a 1,100-member private golf club, 18-court tennis club, 2 marinas, an internationally recognized spa, beauty salon, and beach club, and multiple retail and F&B outlets. Created and implemented continuous process improvements to ensure optimal efficiency and productivity throughout the organization.

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General Management Continued ...

- **Reduced the Happy Land Club's annual operating loss by 300% and** improved morale and quality performance through comprehensive oversight and leadership from the top down.
- **Served as a visible leader** to provide motivation, communication, and accountability at all levels.
- **Recognized for highly effective leadership over all aspects of the club** and resort within the first 18 months, and was given a significant increase in responsibilities to include oversight of the 675-unit condominium community association including the operation of four 24-capacity car ferries, 8 commercial barges, 215 acres of landscaping, and a 65-person security staff.
- **Featured in the Leading Hotels of the World magazine.**

GENERAL MANAGER***The W Hotel, Coral Gable, FL (1993-1997)***

Led a staff of 180 in the turnaround of a historic hotel consisting of 147 rooms, 47 suites, and 180 upscale apartments, retail stores, and multiple F&B facilities. Analyzed financial and operational deficiencies and implemented strategic initiatives to improve quality of service and cost controls throughout all departments. Developed comprehensive training programs to build confidence and decisive customer service at all levels.

- **Increased occupancy from 59% to 79%** through redirecting marketing effort to business clientele and ensuring repeat business through complete customer satisfaction.
- **Produced \$3.5M in bottom-line profit after a loss of \$1M** through comprehensive departmental restructuring to improve quality of services, customer satisfaction, inventory management, and cost controls.

Other experience includes:**GENERAL MANAGER AND VICE PRESIDENT OF PROJECTS, *Hamilton Hotels***

Managed a 303-room full-service hotel and directed capital projects for 5 properties, completing projects valued at as much as \$9M on time and within budget.

- **Increased market share 11% in a shrinking market** as a result of operational restructuring initiatives.

DIRECTOR OF OPERATIONS, *H & H Association, Inc.*

Directed 9 full-service hotel properties with full P&L and quality assurance responsibility. Simultaneously provided consultative leadership, market analysis, and due diligence for various properties throughout the U.S.

- **Served as an asset manager for three hotels** including the Mega Hills at Union Square San Francisco, the Blue Ridge Marriott, and the Hilton Charlottesville.
- **Standardized service and operations throughout 9 hotels** by developing a Quality Assurance program that spanned all properties.

PROFESSIONAL DEVELOPMENT & CERTIFICATIONS

Certified Hotel Administrator, the Educational Institute of the American Hotel Association

Formally Educated in Augsburg, Germany