

DIKRAN ZABUNYAN

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HOTEL / RESORT / CASINO EXECUTIVE

**Front Office • F&B • Housekeeping • Administration • Business Development
Marina, Golf, & Spa Operations • Time Share & Vacation Memberships**

PROFILE

More than 25 years of multi-award-winning and progressive experience managing prominent upscale (four-diamond) hotels, Gold Crown Resorts, and multi-units operations such as Sheraton, Hilton, Best Western, Ramada Plaza Brand and Boutique Hotels / Resorts. Cost-conscious, detail-oriented, customer-focused, and performance-driven hands-on operator.

*High-Quality Customer Service & Guest Relations • Multi-Site Operations Management
Business & Strategic Planning • P&L Management • Staff Training & Administration • Employee Development
Project & Facilities Management • Property Management • Food & Labor Cost Controls
Promotions & Special Events • Public Relations & Media Affairs • Sales & Marketing Management
Human Resources Affairs • Financial Reporting • Team-Building & Organizational Development
Leadership by Example • Problem-Solving & Troubleshooting • Productivity & Efficiency Improvement
Trend & Competitive Analysis • Labor & Union Relations • Contract Negotiations • Quality Assurance*

CAREER HIGHLIGHTS

Rockwater Secret Cove Resort & Spa, Half Moon Bay (BC)

2011 - present

General Manager

Personally sought out by the Chairman of the Board to revive and restore this award-winning, world-class property - located on British Columbia's Sunshine Coast - to profitable status. Supervise 8 direct reports consisting of 1 Guest Services Manager, 1 F&B Manager, 1 Spa Manager, 1 CFO, 1 Housekeeping Supervisor, 1 Maintenance Manager, and 1 Executive Chef plus 45 employees.

Achievements:

- Continue to encourage and empower staff to focus on customer service excellence while bolstering morale and accountability; as a result,
 - Improved Trip Advisor scores in the Resorts Category from 3.5 Star to 4.0 Star - all in only 1 year
 - Increased Trip Advisor ranking in the Specialty Lodging Category from 4 Star to 4.5 Star - all in only 6 months
 - Elevated in-house guest folio reviews from 83% to 94%
 - Trimmed operational cost controls 8% - all without sacrifice to top-quality
 - Boosted wedding and special event sales 20% over prior year by preparing a creative Sales & Marketing plan that expanded future room bookings
 - Fostered optimum rapport with government officials and First Nations representatives to turn around this property's local image from questionable to positive
 - Tapped into the ripe-with-potential Asian market and lifted future bookings 7%
 - Reversed a net loss of 6% in 2011 to deliver a profit of 7% in 2012, 13% in 2013 and 17% in 2014
 - Chosen by Teldon Print Media to appear in their 2013 calendar themed "Top 12 Dream Destinations in the World"
 - During Summer 2011, voted by the *London Times* as one of the world's top resort beach destinations
 - Featured in "Central Chinese Television" as a world-class eco-green resort
 - Awarded the best Wedding Ceremony Location for 2012 and 2013 by Wedding Professionals of British Columbia
 - Chosen #1 of the 10 Dazzling Seaside Hideaways by CNN.com Travel and by Sunset Magazine July 2014
 - Persuaded the Board of Directors of the need to renovate the property and transform its image from rustic to upscale boutique

Dikran Zabunyan Consulting, Toronto (ON)

2010 – 2011

Hotel, Resort, & Business Consultant

Recruited to direct activity on 2 projects:

- 1) From Feb. 2010 to June 2011: Approached by the owners of a 40,000 sq.ft. commercial boutique laundry/linen plant (Faster Linen Services Ltd.) – employing 120 unionized staff – to reverse lacklustre performance. **In less than 1 year, catapulted plant profits \$0.272 million – a dramatic shift from 2009 losses amounting to \$0.292 million by setting performance standards holding employees accountable to higher benchmarks. Just 18 months later, catapulted profits to \$0.478 million; for year ended Dec. 31, 2011, profits have reached an all-time high of \$0.600 million.** Ratified a union agreement in June 2011, thus averting a strike that could have impacted 120 employees. In June 2011, became a shareholder and appointed to the Board of Directors
- 2) From Feb. 2010 to June 2011: Based on earlier success in opening a 55-room boutique hotel and a 1,400 seat capacity convention centre for J. Dass, asked to return to lead all the preopening work - also consisting of due diligence and design - for this Toronto-based Marriott-branded hotel containing 88 rooms. Also led a new-build consisting of 84 rooms as part of the Best Western Premier brand - located near Toronto's Pearson International Airport
- 3)

Northern Vision Development and Liard First Nations Development Corporation, Whitehorse (Y.T.)

2006 – 2010

Director of Operations / General Manager

Recruited to turn around and reposition 3 newly-acquired hotel properties, as well as launch 1 newly-opened 4-star Art Deco luxury

CAREER HIGHLIGHTS (cont'd)

Northern Vision Development and Liard First Nations Development Corporation (cont'd)

boutique hotel in Whitehorse. Ensured overall consistency in business practice as well as communication of standards and service within the Company

Achievements:

- In only 2 years, improved revenue of 3 properties by 35% while simultaneously slashing operating costs 20%
- Catapulted overall F&B profits from 8% to 27%
- Increased EBITDA in Year One by \$0.6 million and Year Two by \$0.9 million
- In approximately 18 months, more than tripled Central Reservations contribution from 8% to 26% – the largest of the 4 properties at 107 rooms with conference space for 300 and 2 F&B outlets
- Lowered staff turnover by double-digit figures
- Initiated a Company-wide guest loyalty program, prepared and executed sales / marketing plans, human resources policies / procedures, and budgets for all properties
- Won Best Western International's Director's Award for 3 consecutive 6-month periods, scoring more than 963 points (out of a possible 1,000) on a quality assurance audit 2006/2007/2008
- Ranked in the Top 3% worldwide on guest feedback scores 2007/2008
- New Skyy Hotel is featured by En Route magazine (June 2009) as one of the top two hotels in the Territories
- In 2008, won an award from the Globe and Mail recognizing The Gold Pan Saloon as one of Canada's 5 best entertainment bars

Cranberry Golf Resort/Spa and Conference Centre, Collingwood (ON)

2004 - 2006

(A 700-acre, year-round, award-winning Gold Crown resorts with 78 hotel rooms, 40 condominiums, 40 town houses, and 7,000 members. This facility includes Canada's first Audobon-certified 18-hole golf course plus a full-service marina, full-service recreation centre (complete with tennis courts, basketball courts, 3 swimming pools, a fitness centre), 4 F&B outlets, and a conference centre capable of accommodating 800 attendees and a SPA)

General Manager

Achievements:

- Doubled revenues from previous year in the convention/conference sector; tripled social event bookings (in the form of weddings); and realized a 14% increase of total resort revenues in an intensely-competitive marketplace
- Propelled resort gross operating profits 170% higher than the previous year and enjoyed a 16% increase in vacation memberships and hotel revenues
- Expanded golf memberships 20% over the previous year
- Introduced "the Village People" concept for the 1,100 homeowners, providing them with venues to mix socially and strengthen cohesive community ties
- Resurrected invaluable ties with the Mayor of Collingwood, who had experienced inconsistent service in the past
- Drove extra revenues of 9% to the recreation centre by launching year-round basketball camps for boys and girls age 10-13
- Dramatically boosted employee morale through aggressive department restructuring, and recruited a People Development & Training representative to offer incentive programs and maintain higher-than-average morale levels
- Strengthened delicate union relations between all parties involved by fostering a direct line of communications
- Earned the prestigious "Best Resort in the Georgian Triangle" award in 2005 and in 2006 as voted by guests
- Rewarded with maximum bonus for two years

Hotels of Islington, Ontario Ltd., Toronto

2002 - 2004

(An independent organization owning 5 hotels in Ontario and Saskatchewan)

Quality Hotel & Suites - Toronto Airport East

(A full-service hotel with 192 rooms and suites, 1 restaurant/bar, and 2 meeting/conference rooms)

General Manager

Recruited, based on new ownership, to reposition hotel as a major contender serving the lucrative airport hospitality market. Extra accountabilities included annual Sales & Marketing Plan Preparation, Human Resources, and Quality Assurance.

	2002	2003 (*)	2004
Room Revenue - Jan/May	\$1.09 million	\$1.05 million	\$1.35 million
\$ Increase	N/A	- \$0.04 million	+ \$0.3 million
Room Revenue - Entire Year	\$3.13 million	\$2.795 million	N/A

\$ Increase	N/A	- \$0.335 million	N/A
ADR	\$64.43	\$63.00	\$76.00
\$ Increase	N/A	- \$1.43	+ \$14.00
RevPar	\$39.56	\$37.60	\$48.07
\$ Increase	N/A	- \$1.96	+ \$10.47
(*) Impacted by SARS, which negatively affected Toronto's entire travel, tourism, and hospitality sector			

CAREER HIGHLIGHTS (cont'd)

Quality Hotel & Suites - Toronto Airport East (cont'd)

Achievements:

- Widened Internet marketability and captured accounts in International Tours, Park/n/Fly, and Corporate/Group sectors
- Slashed labor costs \$110,000 per year without sacrifice to top quality
- Boosted employee morale by founding (and subsequently chairing) internal social committee, challenged with recognizing employee efforts through individual birthdays, in-house Christmas party, and annual employee picnic
- Introduced job sharing, initially to cope with SARS' debilitating effects to the hospitality industry, and continued this mandate in an effort to hold the line on operational costs
- Won the following awards:
 - top hotel as voted by toronto.com
 - bronze medal by Choice Hotels International

Siljub Hospitality Inc. (formerly known as Buckingham Hospitality), Toronto

1999 - 2002

(An Ottawa-based investment firm that oversees business activity for Ramada, Quality Hotels, and Days Inn in Ontario)

Ramada Plaza Hotel and Conference Centre, Don Valley, Toronto

(A 285-room full-service hotel with 2 F&B outlets and 15,000 sq.ft. of catering/conference space)

General Manager / Director of Operations

Promoted to revitalize hotel, gearing it towards a more upscale corporate and conference centre environment in an effort to achieve maximum financial returns, obtain future growth and development, control all assets, and provide optimum guest satisfaction.

Achievements:

- Reduced:
 - direct labor expenses by eliminating numerous FTE's, promoting effective staff scheduling, training, and daily monitoring
 - F&B direct costs to acceptable levels
 - supplies and services costs without compromising quality and service standards, thus improving profitability
- Formulated short- and long-term business plans and strategies to review control operations, expenditures, and productivity; short-term objectives have already been realized
- Directed and advised 12 department heads on strategies concerning quality, safety, maintenance, and management by reviewing and auditing standards and conducting daily tours / inspections
- Prepared and monitored fiscal budget and business plan

Ramada Plaza Hotel Toronto Airport East - Conference and Convention Centre, Toronto

(A 197-room hotel with 15,000 sq.ft. of banquet space, one all-day restaurant, and one bar/lounge)

General Manager

Recruited to manage the transformation of this hotel to a high-end Plaza brand. Supervised a staff of 60 comprising department managers and senior employees. Directly managed all renovation aspects involving all guest rooms, 10 banquet rooms, all public areas, and 2 F&B outlets.

Achievements:

- Grew revenues by over \$1 million through active sales promotions
- Drastically increased RevPar; as a result, ranked Top Three in chain growth during fiscal year 2000
- Instituted cost-reducing programs which slashed costs by about 20% (six-figure amount) and dramatically cut losses from previous years
- Streamlined all expense line items to - or below - industry standards
- Developed and implemented a management training program which has since improved management's overall skills
- Successfully reached an agreement with the union to settle disputes, resulting in a collective agreement in favour of management

Casino Hilton Windsor (a 389-room facility plus public areas), Windsor, Ontario, Canada

1994 - 1999

Director of Resort and Facilities Operations (reporting to the Chief Operating Officer)

Recruited to start up Canada's first commercial casino, and subsequently assumed accountability for Front Office, Housekeeping, Property Operations, Projects, Transportation, Security, Marine Operations, Retail Operations, Health Club and Spa, PBX, and F&B. Managed an operating budget of \$50 million per annum and a work force of 1,100 employees. Oversaw complex capital projects, with costs ranging from \$75,000 to \$3 million. Served on the Casino Executive and Transition committees. This Casino Resort was managed by Sheraton, Circus Circus and Hilton Corporation

Achievements:

- Successfully opened the Temporary Windsor Casino in 1994, Northern Belle Riverboat Casino in 1995 and the Permanent Casino Resort in 1997
- Developed and implemented policies and standard operating procedures for the Hotel/Resort division
- Dramatically boosted overall morale and slashed grievance incidences through creation of effective training and motivational programs for all departments
- Achieved Four Diamond Award

- Received The Presidents Go Getter Award two years in a row
- Rewarded with maximum bonus every year

CAREER HIGHLIGHTS (cont'd)

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| <p>Innkeepers Hospitality Group Inc., Toronto
 General Manager
 Provided hospitality management consulting services for well-known clients such as:</p> <ul style="list-style-type: none"> • Windsor Casino Limited - opening consultation, temporary casino • Remezzo Italian Bistro - design, construction, training, development • CF Hospitality - hotel sales, marketing plans and implementation • Chimo Hotel - repositioning of a 300-room four star full service property • Comfort Inn Airport - restructuring of all departments within a 148-room property • Corner 36 Bistro - opening consultation | <p>1991 - 1994</p> |
| <p>Journeys End Suites, Toronto Airport, Toronto
 General Manager
 Recruited to open this 258-room all-suite luxury hotel.</p> | <p>1989 - 1991</p> |
| <p>Sheraton Parkway Hotel - Toronto North, Richmond Hill
 Executive Assistant Manager
 Assisted the General Manager of this four-diamond, 400-room luxury hotel.
 Achievement:</p> <ul style="list-style-type: none"> • Participated in the transformation from an independent hotel to a Sheraton brand | <p>1987 - 1989</p> |
| <p>Ramada Hotel - Downtown, Toronto
 Duty Manager
 Managed a 338-room full-service hotel for the evening shift.</p> | <p>1985 - 1987</p> |

EDUCATION AND PROFESSIONAL DEVELOPMENT

Completed a Variety of Continuing Education Courses:

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| <ul style="list-style-type: none"> • Behavioural Interviewing Techniques • Training Competencies • Management Leadership Skills • Performance Management Training • Choice Hotel International Operators Training Program | <ul style="list-style-type: none"> • Sheraton Room Merchandising Summit • C.F.R.A. National Sanitation Training Program • Priority Manager Training / Time Management • Smart Serve Training • Wine Council of Ontario |
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Centennial College • **Hotel and Restaurant Administration**