

## KARL D. KRUGER

Success in team building and personnel development, creation of strategic alignment, financial acumen, process and project management, labor relations, standards development, building community relations and guest service focus.



### **Panetièrè Marketing Advisors: January '11 to present**

Operational team leader with expertise in operational audits and assessments, strategic review of standards and SOPs in order to create stronger operating departments, greater guest satisfaction and increase in Revpar. Serves as Interim General Manager. Works closely with sales and marketing and F&B teams on all aspects of strategy and implementation.

### **Noble House Hotels and Resorts: November '03 to January '11**

Noble House Hotels & Resorts is a privately held real estate development company based in Seattle, Washington. The company owns and manages 13 highly desired and unique luxury boutique hotels and resorts located in six states, spanning the four coastal corners of the U.S.

#### **Riviera Palm Springs • VP / Managing Director • Palm Springs, CA • April 09 to January '11**

Directly responsible to the Noble House Board to reposition this 406-room Four Diamond, Mid-Century Icon, following a \$72m restoration. Tasked with building a team of focused hospitality professionals to capture market share through difficult economic times and establish local community relationships to support transition of the operational objectives.

Research and identification of assets and financing consistent with portfolio strategies to maximizing growth opportunities for the company; assist in preparation of financial and market feasibility and analysis of projects; identifying project risk and mitigation strategies.

#### ***Accomplishments:***

- 2010 Guest Satisfaction scores increase number one in the company.
- Increased revenues 11.2% year over year flowing PBD 99.3%
- Increased RevPar 19.2% while comp set -9.1%; exceeding expectations of pro forma.
- Mentored senior executives in the building of an associate base focused on hospitality standards reducing turnover from 76% in 2009 to 35% in 2010.
- Developed amenities such as wedding garden, kids club, iconic resort transportation and wellness packages to increase resort to greater market share
- Engaged the local hospitality community to quickly become a member of the valleys Executive Board assisting in the marketing efforts for Palm Springs and the Coachella Valley.

#### **The Edgewater • Managing Director • Seattle, Washington: November 05 to May 07**

Following development of exceptional executive team at The Edgewater; assumed responsibility for oversight of significant partner relationship, in new property development, rebranding and repositioning The Hotel Deca in Seattle. Responsible for all personnel and property in the Metropolitan Seattle area and through community development improved operating performance and public profile of Noble House Hotels and Resorts in the area.

#### ***Accomplishments:***

- Escalated the Edgewater's training and development improving quality assurance and service standards delivering the property's initial coveted AAA Four Diamond recognition for this 49 year iconic property.
- Exceeded target expectations for Hotel Deca at revenue and gross profit lines in the first year of takeover (2006) while maximizing bonus potential for The Edgewater management team.
- Energized transition team through repositioning and re-branding of The Hotel Deca. Transformation of this Art Deco designed "W" modeled property through a \$2 million renovation while strategically renaming for this 75-year-old Washington University district icon

- Mentored the General and Financial Management teams of Noble House Hotels properties through implementation of departmental checkbooks for expense control, ensuring process standardization throughout the company

**Recognition:**

Washington State Hotel and Lodging Association 2006 “**Outstanding Contribution**” award.

**The Edgewater • General Manager • Seattle, Washington: November 03 to October 05**

Excelled at the challenge in repositioning and reenergizing this iconic Noble House Hotels 237 guest room waterfront property from a lazy two to three diamond property into a dynamic, creative, upscale, four diamond, trend setter for guestroom design and food and beverage offerings. Sustained increased financial performance through a \$20m capital improvement and upgrade; involving rebuild of a substantial segment of the utility delivery systems and reconfiguration of guest bathrooms into European quality and Pacific Northwest design. Balanced significant labor relations opportunities with increased community respect and support; providing for realization of the Noble House brand standards to the flagship property. While taking a strategic overview and planning program ahead to maximize profits, focused attention to tactical details, setting examples for staff to deliver a standard of service and presentation exceeding guests' needs and expectations.

**Accomplishments:**

- Brand re-invigoration of The Edgewater delivered the American Automobile Association’s coveted Four Diamond Award.
- Inc. Revpar 44.7% over four years ('03-07); Inc. F&B revenues 76.7% over same time period to \$9m
- Inc. annual gross operating profit 34.5% and profit before debt 40.8% in first three years
- Completed a multi faceted \$20M renovation while driving revenues from \$16M in 2003 to \$23M in 2006 and increasing GOP % results from 32% to 38%. Achieved top Revpar in market including all downtown Four and Five diamond properties July and August 2006.
- Directed Mega Public Relations campaign “Fab Four Oh” focused on repositioning the historic Edgewater and its fine dining restaurant Six Seven in the minds of local, national and international patrons. This year long program commemorated the 40<sup>th</sup> Anniversary of the Beatles’ historic stay at The Edgewater in 1964. Celebration featured more than 20 Beatles-related events, promotions capturing national attention including but not limited to Good Morning America. This \$200k initiative increased PR impressions by 397% in 2004 while capturing an Adrian and Totem Award from HSMAI and PRSA respectively.

**Community Involvement:**

Seattle Hotel Association, President (2005 – 2006)

Downtown Seattle Association Waterfront Marketing Committee, Chairman (2004-05)

Downtown Seattle’s Association’s Metropolitan Improvement District Board, Liaison for hospitality community

**Recognition:**

**2005 General Manager of the Year** by Noble House Hotels and Resorts

Washington State Hotel and Lodging Association’s **2005 General Manager of the Year** Award

**Starwood Hotels and Resorts Worldwide - Sheraton Corporation: 1978 to 2003**

Various market experiences with diverse facilities including Convention, Corporate and Leisure Transient, Luxury and Destination Resort. Experienced in Pre-opening team, renovations, closings and repositioning

**General Manager:**

**Sheraton Country Club Plaza – 256-room corporate transient hotel – Kansas City, MO**

**Sheraton Fisherman’s Wharf – 525-room leisure and corporate transient hotel – San Francisco, CA**

**Sheraton Grand – 340-room destination resort – Paradise Island, Nassau, Bahamas**

**Sheraton Dallas – 500-room convention hotel – Dallas, TX**

**Regional Director of Productivity**

**Western Region United States, Washington – Louisiana**

**Coordination and oversight of three process installation teams for corporate managed properties**

## **Hotel/Resident Manager**

**Sheraton Boston Hotel – Prudential Center 1125-room convention hotel – Boston, MA**

**Sheraton Premier – Universal Studio – 479-room luxury hotel – Universal City, CA**

**Huntington Sheraton Hotel – 450-room landmark hotel – Pasadena, CA**

## **Director of Food & Beverage/Catering**

**Huntington Sheraton Hotel – 450-room landmark hotel – Pasadena, CA**

**Sheraton Charleston – 325-room corporate transient hotel– Charleston, SC**

## **Management Trainee**

**Sheraton Fisherman’s Wharf – 500-room leisure and corporate transient hotel – San Francisco, CA**

### ***Accomplishments:***

- Sustained increased rooms revenue >10% per year over six year period with gross profit increasing at 50% flow or better.
- Trained in Six Sigma quality process attained Green Belt status
- Directed installation of Total Quality Management and process eliminating lost time and increasing effectiveness, significantly impacting bottom line accomplishments.
- Four year attendee and graduate of Sheraton’s War College focused on executive management skill development addressing the global competitive environment.
- Repositioned 86 year old property in the San Gabriel Valley of suburban Los Angeles. Planned \$21 million renovation led to identification of structural weaknesses resulting in shut down and relocation of 350 employees. Initiated transformation of property for demolition and rebuild.
- Chaired the first ever “Bahamas Mart” – European Travel and Trade Show exposing Paradise Island and Nassau Cable Beach properties as a destination market to vacationing Europeans through new air service to the area.

### ***Recognition:***

**Mayoral Proclamation for community service and dedication, Kansas City, MO, 2003**

**Vocational Achievement Award, Kansas City Plaza Rotary Club, 2003**

**Outstanding Alumnus – Michigan State University Hospitality School, 2002**

**Hotelier of the Year, Greater Kansas City Hotel and Motel Association, 1997**

**ITT Sheraton President’s Award Recipient, 1982 and 1985**

## **Cruise West • SVP Operations • Seattle, Washington: June 07 to August 08**

Largest U.S. flagged small ship exploration cruise line - Key product brand delivery; “Up Close and Personal” Intimate and casual “Five Star” quality oriented services. Experienced naturalists and exploration leaders educated guests on exotic destinations such as; Alaska, Costa Rica, Panama, Mexico and Far East and South Pacific destinations of Japan, Vietnam Guam, Fiji Tahiti and French Polynesia.

Accountable for the performance of the marine, hotel and technical operations overseeing an executive team of Vice President and Directors managing in-season guest focused experiences as well as off-season required capital maintenance and PIP agendas.

### ***Accomplishments:***

- Developed, documented and trained brand service standards to complement the physical standards upgrade and prepared the fleet for a reintroduction to the market.
- Reduced divisional operating expense \$1.2M (6.9%) in first year and reduced divisional administrative expense 2.3% on budget.
- Initiated, designed and completed \$1.2M interior upgrade renovation of the Spirit of Yorktown; the initial Brand standard development for the Cruise West Fleet.
- Directed development and installation of an “industry model” Safety Management Review of the fleet focused on navigational standards, in coordination with the U.S. Coast Guard, responding to increased safety, security and regulatory requirements.
- Championed Executive Team through financial control design and implementation including: checkbook process for technical services; both Repair Availability as well as In-Season expenses, daily payroll reports from vessels to

corporate payroll, revised analysis reporting from accounting focused on efficiency metrics of expense per day and per occupied cabin and monthly reconciliation of expense lines with variance explanations and offset allocations.

#### EDUCATION

**MBA, Rockhurst College, Kansas City, MO - Executive Fellows Program – Graduated with Distinction, 1998**

**BA, Michigan State University, College of Business - Hotel, Restaurant and Institutional Management School, 1978**

#### PROFESSIONAL / COMMUNITY

**Palm Springs:** Executive Committee, Hospitality Industry and Business Council (oversight for the Palm Springs Desert Resort Communities Convention and Visitors Authority) - Executive Board, Palm Springs Hospitality Association

Twenty year member Chaine des Rotisseurs - world's oldest international gastronomic society; Thirty year member of Rotary International

**Previous affiliations:**

President, Seattle Hotel Association; Chairman Waterfront Marketing Committee

Appointed Board - Michigan State University Hospitality Alumni Association

BOD Chief Seattle Council Boy Scouts of America; District Chair - Friends of Scouting Campaign, Heart of America Council;

President/Board of Directors - Greater Kansas City Hotel and Motel Association

Executive Board of Directors - Kansas City Convention and Visitors Bureau

Fisherman's Wharf Merchants Association; San Francisco Multi-Employer Labor Group; SKAL Club

Bahamas Hotel Association Board of Directors; Bahamas Hotel Employers Association; Nassau Cable Beach Paradise

Island Promotion Board; Paradise Island Tourism Development Board;

Dallas Opera Board of Directors; Circle Ten Council Explorers District Commissioner; Pan Am Livestock Board

Prudential Merchants Association Board of Directors