

# Adam Collie



Gold Eminence Winner for 2015 & 2014

Silver Eminence Winner for 2015, 2010, 2008 & 2006

*Personal Recognition, The Point Whitsundays*

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## HOTEL EXECUTIVE CLUSTER GENERAL MANAGER

*“Challenging the one-size-fits-all approach to hotel management by empowering teams to create everlasting memories through white-glove service delivery—ensuring guests are cared for like family and treated to 5-star accommodation.”*

**Multi-award-winning luxury hotel executive** with high impact 15+-year career making a strong mark within the hospitality industry (hotel management, catering, event production) and The Point Whitsundays’ family where change is not only expected but essential. Repeatedly called on to head multimillion-dollar capital projects from rapid re-openings following natural disasters through to renovations and operational rescues as a champion of top-rated performance and 5-star service.

**Turnaround manager** driver of revenue (\$80M+) and profit (\$32M+) and builder of stellar teams (210+) that always become customer ambassadors and breathe new life into the company brand. Known for exceeding RevPAR goals, and building uncommonly loyal guest relationships. Adept at improving bottom-line profitability while negotiating extremely advantageous contracts. Successful in positioning premium and remote resort properties in competitive and unpredictable environments.

## EXECUTIVE COMPETENCIES & VALUE OFFERED

**GOVERNANCE:**  
8-figure P&Ls  
Teams 210+

Strategic Business Planning & Delivery  
Competitive Analysis & Differentiation  
Turnarounds, Expansions & Profit Growth  
Brand & Reputation Enhancement  
Financial Controls & Management  
Change Management Methodologies

Guest- & Safety-Focussed Cultures  
Multi-Site Governance & Management  
Disaster Recoveries & Re-openings  
SOP Development & Implementation  
RevPAR & Performance Improvements  
Leadership Team Building & Coaching

## CAREER HIGHLIGHTS & IMPACT

*“Building sustainable business strategies to drive operational improvements and top-level service delivery throughout all aspects of hospitality—from guest and staff satisfaction to strategic partnerships and revenue growth.”*

**Headed \$60M disaster recovery effort for The Point Whitsundays hit by category 4 Tropical Cyclone Debbie in 2017**—to reopen 4 days after cyclonic event, boost occupancy from 15% to 96%, and exceed net profit target by \$1M.

**Saved 15% for the company within just 6 months** through a series of ruthless and high-ROI cost-saving strategies.

**Increased service delivery by 14% (73% to 87%) and guest experiences by 13% (78 to 91%),** realised through return stays, social media reviews and guest feedback; and by executing strategic training, mentoring, and guest-experience initiatives.

## HOSPITALITY LEADERSHIP CAREER HISTORY

The Point Whitsundays, Hamilton Island, QLD, Australia (2005–Current)  
**General Manager, Executive Assistant Manager, Operations Manager**  
**Guest Services Manager & Resort Duty Manager**

**Early-Career Appointments & Foundation for Executive-Success Trajectory**  
**Food & Beverage Manager, Whitehaven Beach, Hamilton Island, QLD, Australia**  
**Food & Beverage Manager, Palm Bay Hotel & Spa, Hamilton Island, QLD, Australia**  
**Restaurant & Nightclub Manager, Coral Bar & Restaurant, Sydney, NSW, Australia**



## LEADERSHIP PERFORMANCE IN ACTION

### THE POINT WHITSUNDAYS • Hamilton Island, QLD, Australia • 2005–CURRENT

5-star, 400 rooms plus 2 food and beverage outlets (300-seat pool terrace restaurant and 100-seat lounge bar).

#### GENERAL MANAGER (2015–CURRENT)

Direct/Indirect Reports: 30 (Department Heads) & 180 | Reported to: Hotels Cluster General Manager & Chief Executive Officer  
Budget Accountability: P&L \$80M Revenue & \$32M Profit / Linen & Laundry \$1.8M / Uniforms \$1.4M

Selected by HCGM for ambitious role—to challenge the status quo, identify high-potential talent, raise profitability, and drive future-focussed strategies and innovation. Direct and manage company assets, business strategy and operations, resources and output to attain optimum profitability consistent with corporate strategy and business goals. Lead planning activities and deliver leadership, coaching and support to 210+ team while fostering a culture of respect, productivity, and teamwork.

Overcame formidable challenges in tough conditions, by leading a new, unskilled leadership team to sustain 92% occupancy for 3 consecutive years—later impacted by category 4 Tropical Cyclone Debbie in 2017—to reopen just 4 days after cyclonic event, rebuild low team morale, boost occupancy from 15% to 96%, and exceed net profit target by \$1M for FY 2017/18.

- **Marshalled 1,250 guests and 120+ staff through major evacuation, recovery, and rebuilding following the large and powerful category 4 Tropical Cyclone Debbie that devastated Qld's Whitsunday Coast in March 2017.**
  - Developed and implemented standard operating procedures (SOP) for major weather events across 2 properties.
  - Served as hotel executive and a key member of Hamilton Island's Emergency Control Centre (ECC), to provide safety, communication, and essential provisions to guests, staff, and families during and after the cyclone.
  - Evacuated guests onto emergency flights with zero mainland communications, network or advanced information.
  - Coordinated the care of guests during the event, deprived of external resources (linen, water, food, and access to 20 floors), and worked to maintain high staff morale across the 180-member team (many had endured personal loss)—while assessing damage and scheduling urgent repairs to the property to facilitate reopening within 4 days.

Delivered maximum room availability, endured catastrophic natural disasters & attained record-breaking profit results across 2 premium properties, via best-in-class service, above-industry room standards & innovative maintenance plans.

- **Endured high departure and arrival anomalies up to 59% (from ~28%)** by delivering shoulder-to-shoulder direction and coaching to department leaders, providing visible leadership presence to guests, allocating resources in overstretched areas, and recognising and rewarding frontline staff for high-level service through incentive programs.
- **Succeeded in rapid and inherent changes within the leadership team just 4 weeks from hire to deliver business goals and KPIs** through building and empowering a supreme contingent of next-generation leaders. Applied a character-driven approach to leverage new talent, train and cross-train new and existing managers, and mentor and support leaders daily.
- **Elevated guest satisfaction by 50%, decreased company liability through compensation claims by 70% and increased guest loyalty via repeat visits by 40%** by modernising facilities and common areas with limited capital funding.
  - Prioritised antiquated areas by analysing guest feedback and executed plans to restore bathrooms via short- and long-term initiatives (mould-reduction cleaning, acid washing, furniture rejuvenation, preventive maintenance).
- **Refurbished 6 business-critical presidential suites and saved \$100K for TPW** by rejecting exorbitant and unrealistic options offered by external interior designer. Personally explored and tendered suite-refreshing proposal to meet wear and tear of premium products inside budget while ensuring product longevity, easy maintenance and quality aspect.
- **Significantly improved guest offerings and overall experience** by aligning breakfast buffet service selections with guest demographics, introducing creative label displays, improving the quality of choices for in-room à la carte dining and coaching staff on cultural business changes. Drove weekly operational and visitor review meetings to monitor progress.



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## EXECUTIVE ASSISTANT MANAGER (2013–2015)

Direct/Indirect Reports: 6 (Department Heads) & 160 | Reported to: General Manager, The Point Whitsundays  
Budget Accountability: P&L \$36M Revenue & \$30M Profit

Promoted to increase net profit and stabilise cost control across all functions and 2 properties by meeting profitability goals and ensuring consistently high standards of products and services. Served as a “right arm” to the GM, to meet service and business needs via future-focussed strategic planning, innovative resource allocation and change leadership. Tested to deliver “business as usual,” during company-wide reform, role consolidation, and team ambiguity while driving sales and occupancy.

**Delivered high-ROI cost savings across key functions within 2 properties, realigned standards & productivity with company objectives & inspired product & service excellence.**

- **Delivered immediate ROI just 4 weeks into new role** by elevating hotel standards and aligning team output with The Point Whitsundays’ brand strategies. Performed due diligence, inspired safety-driven culture company-wide, monitored and adjusted systems, removed obstacles to guest service and instilled product and service excellence.
- **Saved \$100K for company within 6 months**, through a series of fast-acting and ruthless cost-saving initiatives including:
  - Overhauling ordering processes; introducing furniture, fixtures, and equipment audits; refreshing in-room guest experiences; revitalising product offerings; and monitoring wages, logistics and reviews to reduce PAR levels across the hotel division. Also designed and facilitated management training to implement low-season strategy.
- **Ensured 100% compliance with regulatory requirements** by rewriting all building-emergency plans and cyclone procedures in line with updated legislation and business changes.
- **Directed and managed inventory to ensure maximum yield** and maintenance requirements (including preventive upkeep) across the hotel and associated areas and provided recommendations on hotel supplies and operations.

## OPERATIONS MANAGER (2010–2013)

Direct/Indirect Reports: 5 & 80 | Reported to: Executive Assistant Manager & General Manager  
Budget Accountability: P&L \$32M Revenue & \$28M Profit / Linen & Laundry \$1.8M / Uniforms \$1.4M

Stepped up into GM-formed operations management role to expand financial profitability by mentoring, empowering, and bolstering leaders to accelerate key areas of the hotel. Gained first-hand knowledge of challenges, productivity shortfalls, and business-critical improvement opportunities by working across 5 core business divisions during 3-year tenure. Deputised as department head and Executive Assistant Manager during periods of absence. Provided 24/7 emergency leadership support.

**Maintained constant sales and occupancy rates at 85%, fuelled leadership team to develop key business functions & rolled out new company-wide "Creating Extraordinary" service program.**

- Applied astute commercial acumen to improve fiscal viability by delivering operational savings and business-centred solutions. Built and fostered progressive relations with leadership team and staff, guests, and various stakeholders.
- Raised service standards by 10% over 12 weeks, by implementing the new company-wide "Creating Extraordinary" service program, focussed on creating long-lasting memories for guests through emotional connection.
- Amplified guest satisfaction across The Point Whitsundays through an emphasis on housekeeping during refresh, facilitating “new start” training, leadership coaching, introducing room checks and a team-driven culture.
- Won “Standard Accommodation Award,” awarded through Queensland Tourism in 2012.



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## GUEST SERVICES MANAGER (2008–2010)

Direct Reports: 15 | Reported to: Executive Assistant Manager | Budget Accountability: P&L \$1.5M / Operations \$500K

Groomed to helm newly created role, division, and 15-member team, tasked to revive customer service delivery and guest experiences during major social media adoption and guest reliance on travel metasearch engines Expedia and TripAdvisor.

**Built team and division from the ground up, faced industry changes head-on to significantly improve service delivery.**

- **Increased service delivery by 25% and improved guest experiences by 35%**, realised through return stays, social media reviews and guest feedback, by restructuring internal divisions and staff responsibilities and output within guest services.
  - Enabled smooth hotel operations in the absence of senior management through strong visible leadership, ensuring staff and guests received immediate attention to situations requiring management-level decision-making.
  - Led up to 15 managers and concierge staff to deliver guest services in a timely, prompt, and courteous manner and manage staff queries, requests, and complaints aptly—to ensure maximum guest and staff satisfaction at all times.
  - Refocussed administrative roles into guest-driven positions such as Head Porter, Suite Concierge, Assistant Guest Services Manager and also benchmarked the role of Guest Services Manager.
  - Improved operations by instigating vehicle management audits to maintain high-level quality of the company's 17 vehicles and increased loss prevention, power and equipment efforts, reducing power consumption by 15%.

## EDUCATION

**Diploma of Management**, TAFE Queensland, Brisbane, QLD, 2010

**Traineeship of Management (Level V)**, Training & Employment Recognition Council (TERC), Brisbane, QLD, 2009

## ENDORSEMENTS

“Thank you, Adam ... you did a fine job managing the team through one of the toughest episodes we have had to deal with. Your sincerity and dignity and genuine assistance to their every need put them and the company in a much better situation. Congratulations, thank you and well done!”

—Carlo Galai, Chief Executive Officer, Hamilton Island, Great Barrier Reef Australia

“Fantastic numbers Adam! Well done to you and your team on such tight control and dropping so much of the revenue increase to the bottom line.”

—Bob Singer, Director, Hamilton Island, Great Barrier Reef Australia



*“The Best  
View in the  
World”*  
—TripAdvisor

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