

GREGORY C. STAFFORD

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DYNAMIC HOSPITALITY LEADER

- ✓ Hotel and conference center pre-opening and openings
- ✓ Expertise in building luxury brands in urban markets
- ✓ Deep experience managing the financial success of complex, multi-profit center businesses
- ✓ Recruit, develop and inspire high performing teams, a customer-centric culture and accountability
- ✓ Identification and implementation of technology to improve productivity and enhance guest engagement
- ✓ Incorporation of contemporary art, culture, well-being and food trends to create concepts and curate customer experiences
- ✓ Consensus building communication and collaboration skills
- ✓ Politically astute, energetic leader skilled in organizing markets and guiding destinations

PROFESSIONAL EXPERIENCE

TEXAS A&M UNIVERSITY PITCOCK HOTEL AND CONFERENCE CENTER, College Station, TX 2017-Present
General Manager

Recruited to open and operate \$152 million luxury 250-room AAA Four Diamond-rated hotel and 35000 sq ft IACC-certified conference center serving as the academic, research and athletic gateway to Texas A&M University. Hotel also houses a 264-seat restaurant, a 200-seat bar and lounge, and retail space.

- Managed pre-opening processes on budget and on time:
 - Develop and execute Critical Path Checklist.
 - Coordinate Project Timeline, including space delivery, FF&E installation, IT and OS&E specification and delivery...
 - Direct sales and marketing efforts and serve as PR spokesperson for this new facility.
- Achieved 95.6% Overall Guest Satisfaction in first year of operation.
- Exceeding Budget and Pro Forma GOP and EBITDA in first full year of operation.
- Leading the growth of the Brazos Valley region as a tourism, conference, and convention destination and full funding of a destination marketing effort. Named Outstanding Service Provider by Experience BCS for 2019.
- Benchmark Sales & Marketing Team of the Year 2019.

THE LOGAN HOTEL, a Curio Hotel by Hilton, Philadelphia, PA 2016-2017
General Manager

Assumed leadership of this 391-room Four-Diamond-rated hotel at the beginning of 2016 three months after a soft opening. Formerly, the iconic Four Seasons Hotel, The Logan consists of 327 rooms, 64 suites, a state-of-the art spa and fitness facility, three F&B outlets, 20 meeting rooms with 19k sq ft of catering space, and a multimillion dollar 1800 piece locally curated art collection and gallery spaces for rotating exhibits. The hotel generated almost \$50 million total revenue in 2017.

- Developed and executed a unique luxury lifestyle brand with a focus on art, fashion, design and leading-edge technology
- Completed construction process, stabilized team, and normalized business operations through implementation of operational, financial, and sales and marketing processes.
- Leveraged civic and industry relationships to become "Philadelphia's Hotel." Integrally involved in bringing major events and conventions to Philadelphia. Led revitalization of the Philadelphia market to achieve record performance 2014-2017.
- Led the development and implementation of the Philadelphia Hospitality Investment Levy in 2017 which has generated a 59 to 1 ROI.
- Exceeded management company GOP pro forma by \$900k in 2016 and \$1.4 million in 2017.
- Achieved 77% occupancy in 2017 realizing full market penetration in the second year of operation and 113% RPI versus 4 Diamond Comp Set in 2017.
- Urban Farmer rated one of top 50 Restaurants in Philadelphia and Assembly Lounge rated one of top 10 Rooftop Bars in the US.
- # 1 rated Spa in Philadelphia.

THE INN AT PENN, a Hilton Hotel, Philadelphia, PA

2009-2016

General Manager

Assumed leadership of this 243-room award-winning, luxury hotel during a severe economic recession with a focus on restructuring and repositioning. After overseeing an extensive renovation focused on modern design, guest technology, and sustainability and supported by a destination restaurant and a curated University of Pennsylvania art collection, we created a business that was consistently one of the best performing hotels within the Hilton brand. Hotel generated over \$23 million revenue, including over \$6 million F&B from three outlets and 17k sq ft of catering space in 2015.

- Generated record RevPAR Index for four consecutive years (2012-2015) in a mature market. RevPAR Index improved 20.8% over this period to 124% and achieved almost 85% occupancy for the last two years. Hotel achieved the highest RPI of any Four Diamond Hotel in Philadelphia due primarily to growth of non-University business.
- Hilton Hotels "Genius-of-The-And" Award Winner 2012 and 2014, Hilton "Award of Excellence" Winner 2013 and 2014, and top ranked Hilton hotel in the Americas Region for Overall Customer Experience in 2014. Consistently ranked among the top 1% of all Hilton full-service hotels. Consistently among the top 5 hotels in Philadelphia in Trip Advisor.
- Restructure staffing and installed LMS and other cost management and productivity systems.
- Achieved 26 consecutive Outstanding Hilton QA evaluations and rated AAA Four Diamonds for 15 consecutive years.
- Sales and Marketing 2011 Team of the Year for Hilton Hotels.
- Led revitalization of Philadelphia a tourism and convention destination.

THE HOTEL PROVIDENCE, Providence, RI

2008

General Manager

Rebuilt team and turned around the financial performance of this small luxury hotel with a multimillion-dollar art and antique collection, rated one of the top hotels in America by Zagat, Michelin, and Expedia, in 2008.

- Acquired, renovated and repositioned 200-seat, Four-Diamond restaurant (Aspire) and lounge (The A-Bar).
- Increased RevPAR Index from less than 95% in 2007 to over 113% in 2008.

LIAISON CAPITOL HILL (formerly Holiday Inn on The Hill), Washington, DC

1996-2007

General Manager

Led of this 343- room union hotel through multiple renovations and systematically transforming it into a unique, upscale, lifestyle hotel with an annual occupancy of 78.4% and a 39% GOP.

- Staff, service, and product quality enhancements resulted in 15% market share improvement, 80% revenue improvement and 287% net operating income improvement in 11 years.
- Restructured the sales and marketing efforts and steadily repositioned the hotel resulting in the hotel being acknowledged as Crestline Hotels & Resorts Sales Team of The Year in both 2000 and 2004 and developed online marketing efforts.
- Developed innovative education and culture initiatives and communication systems that minimized union grievances and reduced staff turnover while increasing staff and guest satisfaction.
- Reconceived and renovated restaurant and catering facilities increasing food and beverage sales by 68% and turning perennial losses into consistent double-digit food and beverage profit margins.
- Leadership roles in three major union negotiations in Washington, DC all resulting in favorable contract terms.

HAMILTON CROWNE PLAZA, Washington, DC.

1995-1996

Opening Managing Director

Pre-opening and opening operations and marketing for this 318-room historic hotel.

UNIVERSITY OF CHICAGO, GRADUATE SCHOOL OF BUSINESS

1994-1995

Operations Consultant

Prepared strategic plans, budgets, operating and marketing systems for the 250k sq ft UC GSB Conference Center.

HILTON SUITES HOTEL, Oakbrook Terrace, IL.

1992-1994

General Manager

Managed this 212-suite hotel and Hilton all-suite hotels strategic programs.

EMBASSY SUITES. Chicago, IL.

1987-1992

Opening General Manager

358-suite flagship urban hotel.

EMBASSY SUITES. Washington, D.C.

Opening General Manager

Brand's first major urban hotel-- 318-suites.

EDUCATION

GEORGE WASHINGTON UNIVERSITY, ABD, Doctoral Candidate, Executive Leadership Development Program.

UNIVERSITY OF CHICAGO, MBA, Marketing and Finance.

AVERETT UNIVERSITY, MBA, Management.

UNIVERSITY OF VIRGINIA, MA Study, Religious Studies

UNIVERSITY OF KENTUCKY, BA, Philosophy, Honors Program.

AMERICAN HOTEL & LODGING ASSOCIATION, Certified Hotel Administrator (CHA)

TEACHING

Developing Hospitality Degree Track Program with Texas A&M University Assistant Professor Spring, 2020

Lecturer and Faculty Advisor in Hospitality and Tourism, Temple University 2015

Adjunct Professor in Hospitality Management, Drexel University 2010-2012

Adjunct Professor in Tourism and Hospitality Management, The George Washington University 2002-2005

Teaching Assistant in Religious Studies, University of Virginia 1976-1977

Published peer-reviewed articles in *The Cornell Hotel & Restaurant Administration Quarterly* and *The Journal of Travel and Tourism Research*

PROFESSIONAL AFFILIATIONS

President, BRAZOS VALLEY LODGING ASSOCIATION 2018-Present

Executive Board Member, EXPERIENCE BCS, 2019-Pesent

Member of Grant Awards Panel, BRAZOS VALLEY ARTS COUNCIL, 2019

President, GREATER PHILADELPHIA HOTEL ASSOCIATION 2013-2017

Chairman of the Hospitality Initiatives Committee and Executive Board Member, VISIT PHILADELPHIA.2013-2017

Executive Board Member and Administrative Committee Member, PHILADELPHIA CONVENTION AND VISITORS BUREAU. 2013-2017

Board Member, PENNSYLVANIA RESTAURANT & LODGING ASSOCIATION 2014-2017

Board Member, PARKWAY COUNCIL 2016-2017

Member, PENNSYLVANIA CONVENTION CENTER AUTHORITY, Hospitality and Tourism Committee 2013-2017

Member, HOSPITALITY AND CORPORATE COUNCIL OF BROAD STREET MINISTERIES (Homeless Shelter and Food Service) 2014-2017

Held similar civic and industry volunteer roles in other markets previously.