

Martin P. Nicholson

CAREER SUMMARY

Proven industry leader with comprehensive and diversified management experience in national and international luxury resort/hotel markets. Extensive experience in all aspects of resort/hotel operations, sales & marketing, public relations, human resources, financial management, golf, marine and Spa facilities. Extensive experience in residential resort development including the full life cycle of all facets of land planning, entitlement processing and permitting.

PROFESSIONAL EXPERIENCE

5/2011 to 7/2012
General Manager

Encantado Resort
Santa Fe, New Mexico

Encantado was a luxury boutique resort in Santa Fe operated by Auberge Resorts. Encantado had the proud reputation of being the first, and only, AAA Five Diamond hotel in the state of New Mexico. With award winning dining at Terra Restaurant, and the exceptional Encantado Spa experience, the resort set a new benchmark for New Mexico hospitality. Resort management transferred to Four Seasons Hotels as of July 2012.

12/2010 to 4/2011
Consultant

Great Eagle Holdings, Inc.
San Ramon, California

Great Eagle Holdings owned both The Langham Huntington and The Langham Boston as part of their diversified real estate portfolio. I was retained to facilitate the advancement of the company's Master Plan entitlements for The Langham Huntington. My responsibilities included the organization of multiple meetings with City of Pasadena officials, municipal authorities, the Pasadena Heritage and Preservation Society as well as with various other community associations and neighborhood homeowner associations in order to successfully obtain the necessary permits and approvals for future development projects. In my role I also acted as the primary liaison consultant for Great Eagle Holdings and all other parties involved including company principals as well as all legal, architectural, traffic, historical and art restoration consultants.

9/2005 to 11/2010
Managing Director

The Langham Huntington Hotel & Spa
Pasadena, California

Responsible for all property operations, including the sales and marketing responsibilities for this 380 room, AAA Five Diamond property. I successfully managed the brand name change from Ritz Carlton to Langham Hotels International in January 2008. I played a pivotal role in the Langham Huntington Master Plan activities, including the development plans for the new Chuan Spa, and luxury residential units on hotel property. This included managing all entitlement submissions along with leading extensive community outreach programs.

6/2002 to 9/2005

The Ritz-Carlton Golf & Spa Resort

General Manager

Jamaica

Responsible for all property operations, sales and marketing responsibilities for the only AAA, Five Diamond resort in Jamaica including the White Witch Golf Course, considered to be "The Best Course in the Caribbean Islands" by Conde Nast Magazine, Travel & Leisure Magazine and Golf Magazine. My responsibilities also involved extensive interaction with all government agencies and representatives as well as with the Prime Minister's office as The Ritz Carlton was the hotel of choice for all visiting dignitaries. Actively and successfully collaborated with prime local competitors in order to establish "The Rose Hall Golf Association", wherein all competitors worked together to promote Jamaica as a primary golfing destination.

4/1998 TO 6/2002

Carmel Valley Ranch Resort

Vice President & General Manager

Carmel, California

Responsible for all property operations, including the sales and marketing responsibilities for this 144 room, AAA Four Diamond Resort, as well as for the coordination of seven (7) homeowner associations. Oversaw the management of the property's Golf and Tennis Club Membership and the Company's real estate planning and development. This responsibility included overseeing the entitlement and permit processes for additional home sites within the traditionally restrictive Monterey County involving riparian matters. I successfully secured all permits for the Company's future development plans for spa and additional resort facilities through my extensive interactions with the Monterey County government representatives.

11/1995 to 4/1998

Mount Juliet

Managing Director

Kilkenny, Ireland

This Georgian Resort and residential estate of 1,500 acres included a luxury spa, equestrian facilities, the only Jack Nicklaus Golf Course in Ireland, and a luxury residential development. As Managing Director, I was not only involved in all aspects of the hotel and resort management, but was also actively involved in all phases of the entitlement processes for the residential development project.

12/1986 to 11/1995

Caneel Bay, Inc.

Vice President & General Manager

St. John, US Virgin Islands

Full management responsibilities for this world renowned, full service resort developed by Laurance S. Rockefeller; also responsible for Cinnamon Bay Campground (150 units). Being an island location, the resort was fully self-sufficient with a desalinization plant, power generator, marine division and water treatment facilities, extensive maintenance and horticultural facilities. Responsibilities also included community involvement as Caneel Bay was the largest employer on the island of St. John, and one of the top ten largest for United States Virgin Islands.

6/1981 to 12/1986
General Manager (4/1983-12/1986)

Delta Ottawa Hotel
Ottawa, Ontario, Canada

Hired as the hotel's Executive Assistant Manager, I was quickly promoted to the position of General Manager for this 320 room property with extensive restaurant, bar and banquet facilities. During my tenure, I was actively involved with upper levels of the Canadian Federal Government and many major International Embassies.

EDUCATION

1963-1969	<u>Clongowes Wood College, Kildare</u> Graduated with Leaving Certificate and University Matriculation	<i>Ireland</i>
1970-1974	<u>Shannon Hotel Management College</u> Graduated with Honors (US Equivalent Bachelor of Science) Knorr Swiss Scholarship Winner, 1971	<i>Ireland</i>
Summer, 1983	<u>Cornell University, New York</u> Completion of 7 week residential Hotel Management Program	<i>United States</i>
May, 1986	<u>University of Guelph, Ontario</u> Advanced Management Program/Hospitality Industry (AMPHI)	<i>Canada</i>

PROFESSIONAL AFFILIATIONS

- Member – Resort Committee of American Hotel/Lodging Association
- Member – S.K.A.L. International
- Vice-Chairperson – Pacific Center Operating Company, Pasadena, California
- Commissioner – Water Improvement Plan for Pasadena, California

REFERENCES

Personal and professional references will be furnished upon request.

Listed below are my professional accomplishments, professional/personal strengths, and an overview of my management style.

TEN YEAR EMPLOYMENT HISTORY

April 2011 – July 2012	General Manager	Encantado Resort Santa Fe, NM
Jan. 2008 – Feb. 2011	Managing Director	The Langham Huntington Hotel
Sept.2005 – Jan. 2008	General Manager	The Ritz-Carlton Huntington
July 2002 – Sept. 2005	General Manager	The Ritz-Carlton Jamaicaal

ENCANTADO RESORT ACCOMPLISHMENTS

- Relationships between ownership of Encantado and Auberge Resorts were severely strained based on less than expected performance and previous general manager's lack of sales and marketing expertise. My appointment was welcomed and fully supported by ownership. Ownership executives repeatedly told me that the advances made under my leadership were exemplary, and had my appointment taken place even one year sooner, that confidence in Auberge Resorts could have been restored.
- With a strong sales and marketing focus, I retooled the sales effort to build the group base of business for Encantado. The long term goal was to have a business mix of 45% Group Segment. Even in prime season, mid-week group was critical to the resort's overall financial success.
- Restructured our disparate rate offerings and deep discount practices under a BAR Program (Best Available Rate) with twelve levels of rate offerings, including packages, thereby ensuring that Encantado's rate integrity was secure through all channels.
- By tailoring our high season group efforts around the Santa Fe Opera, I successfully negotiated very high end social opera group movements from San Francisco, Austin, Dallas, Chicago and Boston Lyric operas. This was achieved through personal interactions with the opera chief executives wherein I negotiated advertising agreements for their operatic publications, and promoted packages specifically designed for each opera. I also offered commission on the sales of said packages to each opera company. The model package was San Francisco Opera, wherein the CEO became so enamored with the package that he opted to be the tour leader, and is actually promoting the group offering through his board and benefactors. This idea was seized upon by other major opera companies who saw the financial advantages as well as the social and membership enhancement opportunities of this model.
- Restructured the Public Relations efforts to focus on the weak off-season from November – March with wellness programs under the auspices of the Chopra Institute.
- Developed and expanded a Loyalty Program to capture local and the Albuquerque drive business.
- Aggressively utilized social media vehicles to promote special off season offerings.
- Through selective out placement of management position, temporary salary reductions, restructuring of the organizational chart, operating cost reduction programs and off-season service closures, achieved Flow Through of 98% in Rooms, 42% in Food & Beverage in 2011 as compared to 2010.
- Maintained AAA Five Diamond Rating through 2012 even while operating on reduced programs and services. Encantado is the first and only AAA Five Diamond Hotel in the State of New Mexico.

- Maintained consistently high Guest Satisfaction scores year over year
- Showed measurable gains in Employee Opinion Scores as compared to prior year. Encantado moved from seventh place in 2010 to second place in 2011 within the Auberge portfolio

THE LANGHAM/RITZ CARLTON ACCOMPLISHMENTS

- Successfully managed the transition from Ritz-Carlton to Langham International Hotels in January 2008. Maintained the strong Ritz-Carlton traditions and helped to weave these standards and traditions, seamlessly, into the unknown Langham brand. My leadership throughout preserved the integrity of The Huntington and assured that The Langham was embraced by the City of Pasadena. My decision to stay through the transition ensured that 95% of all management staff, (and 100% of hourly staff) remained with the new brand, which was pivotal to The Langham's successful launch.
- Maintained the AAA Five Diamond status through 2011 even with reduced business levels and subsequently reduced operating costs.
- Managed the successful remodel and launch of The Royce Restaurant and Tap room Bar. The Royce received a Michelin One Star, narrowly missing a coveted Two Star. It remains the only hotel owned/operated Michelin Star Restaurant in Los Angeles.
- My leadership was instrumental in The Langham Master Plan for Hotel Development, including a world class spa and residential development. I had established very strong relationships within the City of Pasadena as well as within the local community, and I played a pivotal role in the entitlement negotiations. Even after my departure from The Langham Huntington, I was retained as a consultant by Great Eagle Holdings to remain involved in this important matter.
- While The Langham was launched during the doldrums of the economic recession, I demonstrated exceptional levels of Flow Through performance year over year. My reorganization of the sales and marketing efforts came to fruition in 2011, when The Langham surpassed budget expectations, albeit after my departure.
- In my three years with The Langham, the Employee Opinion Survey was in first place within the Langham International Hotel Company, and in spite of severe salary/wages cut backs/freezes, and job eliminations, grew incrementally year over year.
- Appointed to The Board of The Pasadena Center Operating Company and Water Commission by Mayor of Pasadena

THE RITZ-CARLTON JAMAICA ACCOMPLISHMENTS

- I took on this responsibility in the aftermath of September 2001 terrorist attacks. I successfully retooled the hotel offerings with all inclusive packages, and through strong relationships with Air Jamaica and American Airlines (from my prior Caribbean experience), as well as my deep friendships with the carriage trade New York Travel Agencies, helped rescue a faltering resort.
- I spent one week per month on active sales calls on mainland USA to help drive group related business. The sales effort was centered in Miami for the entire Caribbean, but my personal involvement on a monthly basis insured Jamaican exposure and group booking results.
- The Ritz-Carlton Rose Hall was the first and only AAA Five Diamond Hotel on Jamaica and was a great source of pride to employees, community and The Prime Minister, who used the hotel for many state functions and entertaining foreign dignitaries.

- Rose Hall had the distinction, while not necessarily being a Tier One Ritz-Carlton destination, of being in the Top Five of all Ritz-Carlton Hotels for Guest Service Satisfaction and Employee Engagement.
- The White Witch Golf Course was recognized as The Best Course in the Caribbean, not only for the golf experience, but for the on-course service levels.
- The resulting financial performance, while not to ownership expectations, showed significant gains, year over year, with satisfactory Flow Through in all cost/profit centers.

PROFESSIONAL STRENGTHS

- My extensive experience in all aspects of resort/hotel operations, sales & marketing, public relations, human resources, financial management, golf, equestrian, marine and Spa facilities, combined with the comprehensive and diversified management skill sets required to operate within national and international luxury resort/hotel markets, has developed exceptional leadership and visionary strengths. I have well developed interpersonal skills, cross cultural communication skills, and a high degree of diplomacy skills having interacted at the highest levels of government both in Canada and in the Caribbean region. My exposure as the point person for residential resort development in Pasadena, including entitlement processing and permitting, has further honed my community relationship skills.
- I am results focused with a track record for improving performance under trying circumstances.

PERSONAL STRENGTHS

- I possess the stamina, heart, fortitude and determination to keep moving forward on an agreed set of objectives.
- Through my education and upbringing I am truly a “man for others” and I possess the gift of service for guests, employees, communities and ownership. These qualities will be evident as my references are checked.

MANAGEMENT STYLE

- I am a participative and communicative leader. I prefer to over-communicate on all matters so as to allow for input from all levels, and to avoid any confusion on objectives. I am even tempered and approachable on all levels. I encourage debate and questions knowing that my ideas can always be improved either in concept or execution.
- I am results focused, and ensure that there are key objectives and Key Performance Indicators (KPI) in place for all direct reports.
- I perform best in an organization wherein I have a high level of contact and communication with superiors and/or senior leadership. I welcome direct contact with ownership/principals so as to ensure clarity and congruency of vision and objectives. I favor open dialogue wherein I may freely articulate ideas, concepts, and where appropriate, debate strategies.