

PERSONNEL PROFILE

DAVID BREADMORE

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QUALIFICATIONS AND PROFESSIONAL AFFILIATIONS

- ◆ Certificate of Business Studies (Travel & Tourism) from William Angliss College (1982).
- ◆ MBA Studies (Managing Guest Preferences, Organisation Management, TQM) University of Hong Kong (Singapore)
- ◆ Past President of the Hotel Sales and Marketing Association of Australia
- ◆ Past President of the Surf Coast Tourism Association
- ◆ Board Member of Geelong Otway Tourism
- ◆ Current Committee Member Peninsula Business Council

SUMMARY

- ◆ 23 years of Travel, Tourism, Hospitality & Leisure Industry experience.
- ◆ 18 years of Hotel Operations experience.
- ◆ 5 years of direct Golf Course Management (Moonah Links & Australian Golf Open).
- ◆ Extensive experience in User Analysis, Strategic Planning, Feasibility, Review, Conceptual Design, Implementation, Management, Operation and Maintenance of Hotel & Golf Course operations.
- ◆ Extensive experience in Marketing and Operations of Hospitality & Leisure Facilities.
- ◆ Extensive experience in Ongoing Operations of Hospitality & Leisure facilities.
- ◆ Extensive experience in management of “end-to-end” solutions.

SKILL SETS

- ◆ Feasibility Studies for Hotel and Leisure Developments.
- ◆ Functional Design of Hotels, Golf Course, Food & Beverage (F&B) and Leisure Facilities.
- ◆ Operational methodologies for Hotel, Golf Course, F&B and Leisure Facilities.
- ◆ Project & Complex Task Management.
- ◆ Business and Client Management.
- ◆ Design, Technical and Administrative Personnel Management.

CAREER OUTLINE

Over 20 years ago, David quickly gained experience in the Tourism & Hospitality Industry through his work at the Victorian Tourism Commission. In 1983, David joined the Northern Territory Tourism Commission where he was key in development of sales and marketing strategies to attract Victorians to the Northern Territory.

In 1986 he joined the **Four Seasons Hotel** chain and after running their Victorian Sales Operations, broadened his experience by becoming the Director of Marketing where he was focussed on the marketing and promotion of the five major Four Seasons hotels within the Northern Territory at Ayers Rock, Alice Springs, Darwin, Kakadu and Cooida.

In 1990, as a Director and General Manager of the **Mountain Inn**, Mt Macedon, David focussed on the operations, marketing and management of the entire hotel operation gaining “hands on” experience.

In 1994, he joined **Cumberland Management Ltd.** as the Director of Sales & Marketing. Under David’s leadership and with extensive knowledge of Victorian, National & International Markets he was able to elevate the performance of the Cumberland Lorne Resort to its full potential, providing the owners with one of the highest occupancy and room rates in Victoria. The Cumberland Lorne was recognised in the Meeting Industry Association Awards as “Best Venue” in 1993 & 1994 and nominated in the 1995 & 1996 awards.

In 1996, David moved back to Melbourne with his appointment as the General Manager of the **Adelphi Hotel** where again he was able to increase the room occupancy levels and average room rates by 15%, significantly reduce F&B costs and position the Adelphi within the Top 5 fine dining restaurants in Melbourne.

In 1997, David was given the unenviable task of getting the **Holiday Inn on Flinders** back on its feet after a hostile takeover. Within a short period of time, he had successfully completed the task of restructuring the hotel operations at all management and operational levels, refurbished the physical facilities and turned around the poor performance figures whilst increasing customer service and staff culture.

In 1998, his previous success at Flinders saw the Holiday Inn Group transfer him to **Holiday Inn Coogee Beach**, Sydney. As General Manager, he was given full responsibility for budgets, business plans, financial planning, management and operational restructuring, refurbishment of operational areas, marketing and promotion of the hotel. Again, in a relatively short time, he was able significantly increase the hotel’s performance, with room occupancy levels over 90%, average room rates up 10% and operational costs significantly reduced. In terms of overall performance, Coogee Beach went from #32 to #8 within the Holiday Inn Group in Australia.

In 1999, David was head hunted back to Melbourne by the **Hotel Grand Chancellor** as General Manager to oversee the refurbishment of the existing hotel and to support the development of a new hotel for the group. Whilst the new hotel development was cancelled, David was able to restructure and renovate the existing hotel to become recognised as one of Melbourne’s leading mid range hotels.

In 2001, when David was engaged as Chief Operating Officer for the Golf Course, Club House, Hotel and Real Estate Development, **Moonah Links**, the home of the Australian Golf Open, was still rural farm land. He was responsible for all aspects with particular focus on the Golf Course & Hotel Design and Operations including business plans, financial planning and modelling, management and operational structures, operational and performance design criteria for all areas, body corporate, real estate and construction supervision, marketing and promotions as well as liaison with local government, community members and high profile guests and dignitaries relating to the Australian Open and Golfing Communities.

In 2003, he started **Breadmore Soust Tobin Pty. Ltd. (BST Consulting)** and continues to provide specialist expertise in Hotel, Hospitality, and Leisure Industries with a proven track record in achieving operational and functional excellence.

OVERVIEW

2003 on **BST Consulting**

Principal and Director of the firm involved directly in all aspects of the operation of the company from technical design development, feasibility studies, business planning and strategies, design and project management to quality assurance, operational strategies and structures, client liaison, presentations, marketing & promotion.

Highlights include:

- ❑ **Eynesbury Development, Melton – Ongoing**
Provision of Feasibility Studies, Design & Operational Briefs, Business & Operational Planning to the Developer, Villa World for the Club House, Golf, Hotel, Conference and F&B operations within the Heritage Precinct of the overall Eynesbury Station residential (3000 homes) and community development, Melton, Victoria.
- ❑ **Clearwater Resort, Daylesford – Ongoing**
Provision of Feasibility Studies, Design Brief, Architectural Briefing, Business & Operational Planning to the Developer, Villa Mulberry for this very high quality resort which includes for Hotel, Conference, Wellness Centre, Indoor and Outdoor Leisure and F&B Operations.
- ❑ **Anvil Creek Development, Hunter Valley – Ongoing**
Provision of Feasibility Studies, Business Planning and Conceptual Design Criteria to the Developer, Catalyst, of the Golf Course, Hotel and F&B, Leisure, Educational, Commercial and Retail operations within the 1000 acre Anvil Creek development in the Hunter Valley region of New South Wales.
- ❑ **Kangaroo Bay Tasmania – Ongoing**
Provision of Feasibility Studies, Business Planning and Conceptual Design Criteria to the Developer, Prudentia, of the Hotel and F&B operations within the Kangaroo Bay Maritime Tourism Precinct, Hobart Tasmania.

Other clients and projects of note include:

- ❑ Croydon Golf Club
- ❑ RACV Country Club, Healesville
- ❑ Robert Luxmoore Pty. Ltd.
- ❑ Peppers Leisure Group Ltd.
- ❑ SJB Architects

2001-2003 **Moonah Links, Mornington Peninsula, Victoria**

As Chief Operating Officer for the overall golf course, hotel and residential development, David's responsibilities were extensive and included:

- ❑ Conceptual Design, Planning and Briefing workshops with Consultants & Contractors
- ❑ Design and Construction Surveillance and overall Site Management
- ❑ Operational and Functional Integrity of all Design Aspects
- ❑ Feasibility studies for Hotel and Club House Development
- ❑ Budget & Business Planning, Financial Modelling and Reporting to Board
- ❑ Management responsibility for all assets from club house to golf course
- ❑ Body Corporate Management

- Procurement and Contract Administration
- Liaison with Australian Open Golf and Event Management groups.
- Development of Marketing & Promotional Strategies
- Providing Leadership and Vision

1999-2001 Hotel Grand Chancellor, Melbourne, Victoria

General Manager of the overall hotel operations. Responsibilities included:

- Hotel Operations and Management
- Budget & Business Planning, Financial Modelling and Reporting to owners
- Development of Marketing & Promotional Strategies
- Feasibility studies for new Hotel (subsequently cancelled)
- Conceptual Design, Planning and Supervision of Hotel Renovations
- Providing Leadership and Vision

1998-1999 Holiday Inn Coogee Beach, Sydney , New South Wales

General Manager of the overall hotel operations. Responsibilities included:

- Hotel Operations and Management
- Budget & Business Planning, Financial Modelling and Reporting to HI Group Management
- Development of Marketing & Promotional Strategies
- General Management of Assets
- Conceptual Design, Planning and Supervision of Hotel Renovations
- Providing Leadership and Vision
- Elevating Hotel Performance and Stature within the Holiday Inn Group and industry generally

1997-1998 Holiday Inn on Flinders, Flinders, Victoria

General Manager of the overall hotel operations. Responsibilities included:

- Re-opening Hotel Operations after closure due to Change of Ownership
- Renovating and making the Hotel "Fit for Use"
- Hotel Operations and Management
- Budget & Business Planning, Financial Modelling and Reporting to HI Group Management
- Development of Marketing & Promotional Strategies
- General Management of Assets
- Conceptual Design, Planning and Supervision of Hotel Renovations
- Providing Leadership and Vision
- Elevating Hotel Performance and stature within the Holiday Inn Group and industry generally

1996-1997 Adelphi Hotel, Melbourne, Victoria

General Manager of the overall hotel operations. Responsibilities included:

- Hotel Operations and Management
- Budget & Business Planning and Financial Modelling

- ❑ Development of Marketing & Promotional Strategies
- ❑ General Management of Assets
- ❑ Conceptual Design, Planning and Supervision of Hotel Renovations
- ❑ Providing Leadership and Vision
- ❑ Lifting Hotel Performance in terms of Occupancy, Room Rates & Ongoing Costs

1994-1996 Cumberland Lorne, Lorne, Victoria

General Manager of the overall hotel operations. Responsibilities included:

- ❑ Hotel Operations and Management
- ❑ Full control of all Sales and Marketing activities at the Cumberland Lorne Resort and VPT - domestic and international
- ❑ Management of Melbourne based Sales and Marketing Team
- ❑ Development of Marketing & Promotional Strategies
- ❑ Liaison with Advertising Agencies for the implementation of all Marketing Strategies.
- ❑ Market positioning of the Resort in all markets - international, interstate and intrastate
- ❑ Setting and achievement of Budget Projections and Expenditure
- ❑ Lifting Hotel Performance in terms of Occupancy, Room Rates & Ongoing Costs
- ❑ Management of Conference and Casual sales in all market segments.

1990-1994 Mountain Inn, Mount Macedon, Victoria

Director and General Manager of the hotel. Roles included full operational responsibility for hotel operations, rooms, labour, staff, menus, purchasing, procurement, bookings, sales, promotion & marketing and event management, as well as general business operations.

1986-1989 Four Seasons Hotels and Resorts, Northern Territory

After being Sales Manager for Victoria and responsible for the promotion of Four Seasons properties in Queensland and Tasmania, he was transferred to Sydney where he became Director of Marketing responsible for the 5 major Four Seasons resorts at Alice Springs, Ayers Rock, Darwin, Kakadu and Cooina properties. His roles and responsibilities included staff management, budget formulation, sales, promotion & marketing, liaison & briefing of advertising agencies as well as corporate, specific target and wholesale marketing campaign development and management.

1983-1986 Northern Territory Tourism Commission, Melbourne

Sales Manager for Victoria responsible for the increasing the awareness of the southern states to the tourism facilities available in the Northern Territory through promotions, travel agent liaison, social, charity and special interest groups as well as advertising campaigns and promotional material.

1981-1982 Victorian Tourism Commission, Melbourne

Travel Consultant responsible for sales of domestic tourist products to the public through domestic ticketing of air, rail, train and coach. Special function and event management.